

***HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
ORGANIZATION and FUNCTIONS***



***EUCOM DIRECTIVE 20-1
1 November 2000***

**HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400 BOX 1000
APO AE 09128-4209**

**DIRECTIVE
NUMBER 20-1**

1 November 2000

ORGANIZATION

USEUCOM Organization and Functions

1. **Purpose.** To assign responsibilities and establish procedures for organization and function control with USEUCOM.
2. **Applicability.** This directive applies to all directorates, staff offices, and USEUCOM subordinate units authorized in the USEUCOM Joint Manpower Program (JMP). Specific applicability to component commands will be as amplified in references a, b, and c, below, and in operations plans, orders and other appropriate instructions of HQ USEUCOM. To publish the principle functions performed in normal peacetime operations and mobilization and/or war.
3. **Internal Control Systems.** This Directive contains no internal control provision and is not subject to the requirements of the internal management control program.
4. **Suggested Improvements.** The proponent of this Directive is the Manpower Branch, Manpower and Personnel Division, Manpower, Personnel, and Administration Directorate. Suggested improvements should be forwarded to HQ USEUCOM ECJ1-PM, Unit 30400, Box 1000, APO AE 09128.
5. **References.**
 - a. JCS Pub 0-2, Unified Action Armed Forces (UNAAF).
 - b. Joint Strategic Capabilities Plan (JSCP).
 - c. Unified Command Plan (UCP).
 - d. JCS MOP 75, Manpower for Joint and International Activities.
 - e. USEUCOM Directive 51-1, Manpower Control.
 - f. USEUCOM Staff Memorandum 51-1, Manpower Control.

This Directive supersedes ED 20-1, dated 8 Feb 93

6. Explanation of Terms.

- a. Organization. A definite structure prescribed by competent authority and composed of individuals with responsibilities, authorities, and relationships defined for the purpose of effective accomplishment of assigned missions.
- b. Missions. Those responsibilities assigned to USCINCEUR by appropriate higher authority.
- c. Functions. Those major areas of work that must be undertaken by USEUCOM to accomplish, ensure accomplishment of, or provide an acceptable degree of progress toward the satisfactory discharge of responsibilities assigned or implied in USCINCEUR missions.
- d. Tasks. Those specific, limited areas of work assigned, implied, or assumed that, when completed in conjunction with other tasks, comprise function accomplishment.
- e. Office of Primary Responsibility (OPR). The designated directorate/office having broad, overall functional responsibility for a subject or topic area. That responsibility obligates the OPR to insure the accomplishment of all tasks/functions related to planning, reviewing, policy development, actions, staff coordination, etc., for the subject. This includes requisition/requiring input/coordination from all directorates/offices having specific functional expertise relating to the subject.
- f. Office of Secondary Responsibility (OSR). The directorate/office having functional expertise in supporting subject areas for which another is OPR. Coordination, input, and assistance is provided the OPR upon request or when deemed appropriate by either the OPR or OSR.
- g. Functional Responsibility. The obligation/responsibility of directorates or offices for all matters for pertaining to their functional areas of expertise or other matter as directed by higher authority. As an implied task and at the direction the Chief of Staff, all directorates/offices in this headquarters act as OSR for their functional areas irrespective of the OPR.

7. Responsibilities.

- a. Directors/office chiefs and chiefs of subordinate units are responsible for:

- (1) Continually reviewing their respective requirements to ensure organization and functions are appropriate to accomplish USCINCEUR missions, and only the minimum manpower required to perform required functions is retained.
 - (2) Submitting all recommended changes in organization and functions to the Directorate for Manpower, Personnel and Security (ECJ1). Staff coordination, if required, will be completed prior to submission to ECJ1.
- b. Director, ECJ1, is responsible for:
- (1) Presenting to the Chief of Staff, with ECJ1 recommendations, all function changes and those organization changes that involve additions, reductions, or redistribution of manpower authorizations.
 - (2) Processing and taking final action on organization request which do not involve numerical change in manpower authorizations, or which involve redistribution of authorizations with concurrence of staff element concerned.
 - (3) Developing, maintaining, and publishing the USEUCOM Joint Manpower Program and the USEUCOM Organization and Functions (ED 20-1).

8. Policies and Procedures.

- a. The organization and functions assigned to staff elements will conform with the provisions of JCS Pub 0-2.
- b. Directorates will be subdivided into divisions, and when appropriate, further subdivided into branches. Staff offices will be subdivided into either divisions or branches, depending on the complexity and scope of assigned functions.
- c. All organization and function changes are subject to the procedures of this directive.
- d. Requests for changes in organization or functions will be forwarded to the Director, ECJ1. Changes concerning more than one directorate or staff office will be coordinated and forwarded to the Director, ECJ1, with their comments/concurrence. Requests will:
 - (1) Contain complete justification for change, evidence of authority for assuming additional responsibilities, and a statement as to the impact on manpower and fund requirements. Missions and functions undertaken will be based on directives from the Joint Staff or higher authority.

- (2) Contain a proposed directorate organizational chart depicting the change. Provide anticipated economies and efficiencies resulting from the change, as well as a statement of the impact if reorganization not approved.
 - (3) Contain proposed functional statement stated briefly but specific enough to be understood by persons who are not familiar with the organization. Format for functional statements will be IAW formats presented in this directive.
 - (4) Be signed by the director/office/unit chief or deputy.
- e. Director, ECJ1, upon receipt of a request for organization or functions change will:
- (1) Evaluate the request with its justification.
 - (2) Determine if coordination requirements have been satisfied.
 - (3) Present the request, with ECJ1 recommendations and staff comments, to the Chief of Staff.
 - (4) Forward changes to the Joint Manpower Program to the Joint Staff for approval and implementation.
- f. Requests for changes in organization or functions are additionally subject to the provisions of the JSCP (reference b).

9. General. This directive will be used as a basis for the assignment of staff actions. It will not be used as a basis for the justification of manpower. Manpower requests must conform with references d, e, and/or f above.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A CANAVAN
Lieutenant General, USA
Chief of Staff

DAVID R. ELLIS
LTC, USA
Adjutant General

Appendixes:

- A. Overall Organizational Chart and Mission Statement.
- B. Office of the Deputy Commander in Chief (ECDC).
- C. Office of the Chief of Staff (ECCS).
- D. Special Assistants to the Supreme Allied Commander Europe (SPASAC).
- E. Office of the Command Sergeant Major (ECSE).
- F. Office of the Political Advisor (ECPLAD).
- G. Office of the Inspector General (ECIG).
- H. Secretary of the Joint Staff (ECJS).
- I. Office of the Special Assistant for Security Matters (ECSM).
- J. Office of the Command Chaplain (ECCH).
- K. Office of the Comptroller (ECCM).
- L. Office of the Staff Judge Advocate (ECJA).
- M. Public Affairs Office (ECPA).
- N. Liaison Offices.
- O. Operations Research and Analysis Office (ECCS-OR).
- P. Command Historian (ECCS-H).
- Q. Protocol Office (ECCS-P)
- R. Headquarters Commandant (ECCS-HC).
- S. Manpower, Personnel and Administration Directorate (ECJ1).
- T. Intelligence Directorate (ECJ2).
- U. Operations Directorate (ECJ3).
- V. Logistics and Security Assistance Directorate (ECJ4).
- W. Plans and Policy Directorate (ECJ5).
- X. Command, Control, Communications, and Computer Systems Directorate (ECJ6).
- Y. Mobilization and Reserve Component Affairs Directorate (ECRA).
- Z. Security Assistance Organizations (SAOs).
- AA. Special Operations Command Europe (ECSO).
- AB. George C. Marshall Center (ECMC)
- AC. NATO School

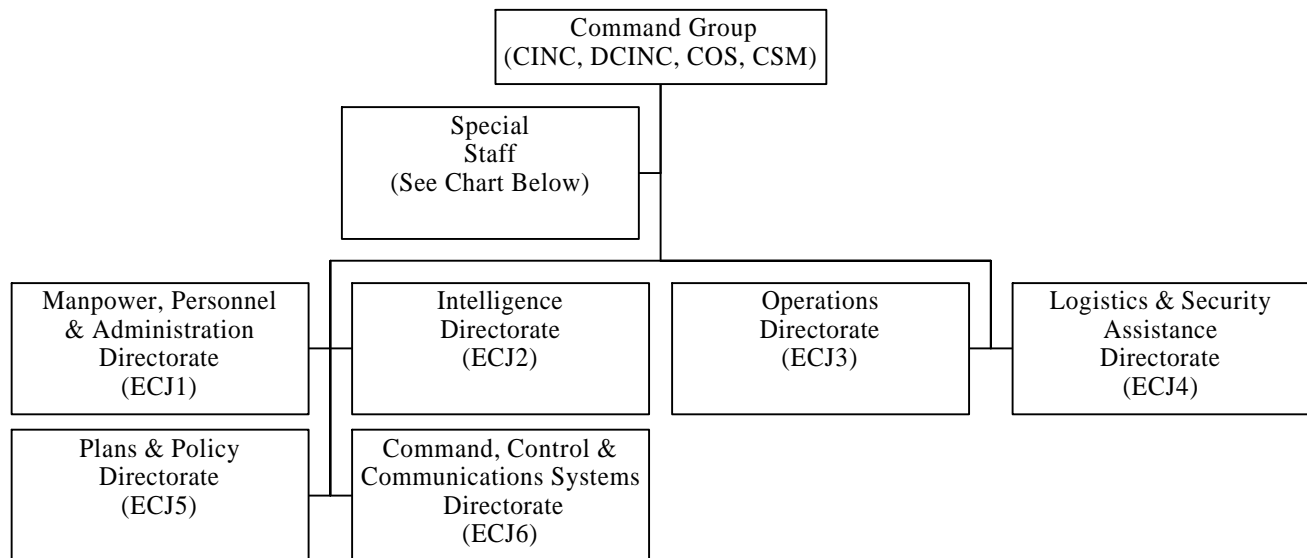
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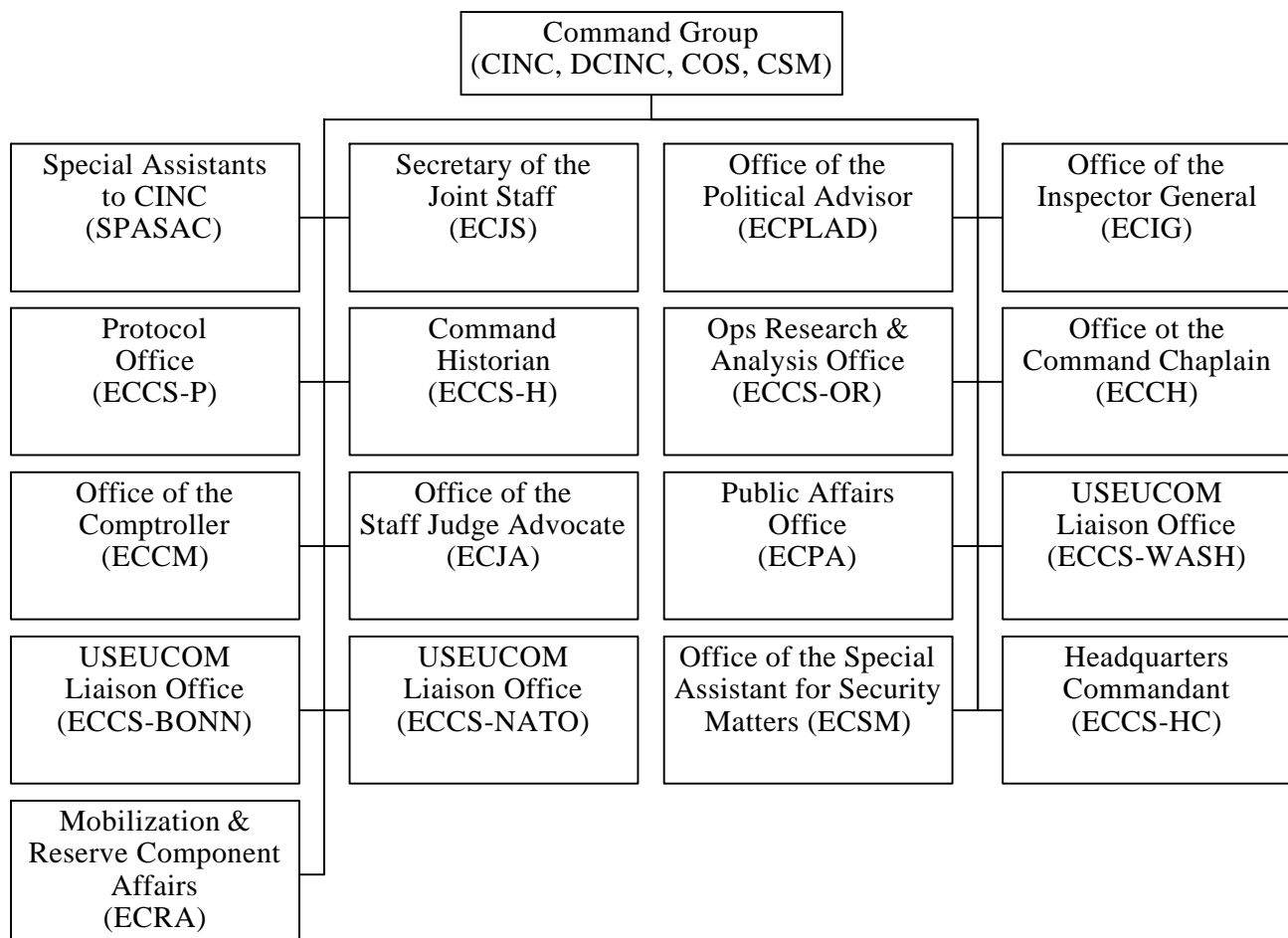
Appendix A
Overall Organizational Chart and Mission Statement

Overall Organizational Chart and Mission Statement.

1. Headquarters, United States European Command:



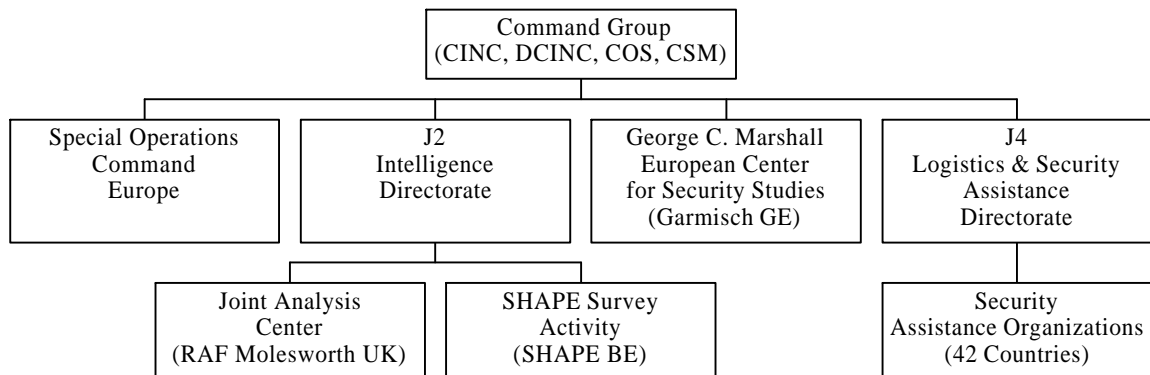
2. Special Staff:



Appendix A

Overall Organizational Chart and Mission Statement

3. Direct Reporting Units:



4. Mission: USEUCOM is a unified combatant command whose mission is to maintain ready forces to conduct the full spectrum of military operations unilaterally or in concert with the coalition partners; to enhance transatlantic security through support of NATO; to promote regional stability; and advance U.S. interests in Europe, Africa, and the Middle East.

Appendix B
Office of the Deputy Commander in Chief (ECDC)
Organization and Functions

Office of the Deputy Commander in Chief (ECDC).

1. **Mission:** Support Commander in Chief, U.S. European Command (USEUCOM).

2. **Major Functions:**

- Facilitates interface between Deputy USCINCEUR, the headquarters staff, and outside activities.
- Provides guidance for/approves the long-range and daily schedule of Deputy USCINCEUR; coordinates out-of-headquarters trip, out-of-office call; facilitates visit, meeting and conference when the Deputy USCINCEUR is involved.
- Executes office schedule, manages flow of correspondence between offices, prepares correspondence, and maintains office file.
- Prepares speech, text, briefing remarks, and article for Deputy USCINCEUR authorship and delivery.
- Provides personal staff for USCINCEUR when he is at HQ USEUCOM.
- Maintains and tracks the Deputy USCINCEUR's Organizational Representation Fund.
- Approves three-star and above MILAIR requests.
- Manages house staff and CINC's Mess personnel.

Appendix C
Office of the Chief of Staff (ECCS)
Organization and Functions

Office of the Chief of Staff (ECCS).

1. Mission: Assists and advises USCINCEUR and Deputy USCINCEUR in the performance of their duties, and supervises and coordinates the functions of the special staff and joint staff directorates.

2. Major Functions:

- Provides planning, administrative, and personal support to the Chief of Staff (SM 5-5/30/48).
- Coordinates interface of the special staffs and joint staff directorates in the planning and staffing phases of USCINCEUR actions.

Appendix D
Special Assistant to the Supreme Allied Commander Europe (SPASAC)
Organization and Functions

Special Assistants to the Supreme Allied Commander Europe (SPASAC).

1. **Mission:** Liaison between USCINCEUR and the USEUCOM Staff and Components.
2. **Major Functions:**
 - Maintains liaison between SHAPE staff, JCS, Services, DoD, and U.S. Congressional liaison offices on issues which require timely responses to SACEUR/US CINCEUR.
 - When required, SPASAC officers function as USCINCEUR's conduit for sensitive U.S. actions, particularly out of NATO area activities.
 - Perform independent analysis on actions directed by USCINCEUR.
 - Through the USNMR Command Post at SHAPE Headquarters, a SPASAC is on-call 24 hours a day for U.S. and NATO matters pertinent to the USCINCEUR.
 - Maintain oversight and provide timely assessment of key issues.
 - Process staff actions for decision and /or information.
 - Prepare personal correspondence and messages.
 - Communicate and coordinate SAC/CINCEUR guidance to staff.
 - Accompany SAC/CINCEUR on trips to coordinate activity.
 - Represent SAC/CINCEUR interests to key US agencies.
 - Facilitate staff access to SAC/CINCEUR.

Appendix E
Office of the Command Sergeant Major (ECSE)
Organization and Functions

Office of the Command Sergeant Major (ECSE).

1. Mission: Acts as the senior enlisted advisor and liaison for the US European Command charged with providing advice and recommendations to the CINC, DCINC, and staff on vital matters impacting the enlisted force.

2. Major Functions:

- Provides advice and makes recommendations to the commander and staff on all matters pertaining to the enlisted force and their families.
- Serves as liaison between the commander and the HQ USEUCOM enlisted force.
- Advises the commander on problems concerning the morale and quality of life of the enlisted force.
- Advises and assists the commander in maintaining discipline and standards regarding quality force.
- Provides liaison with Theater component senior enlisted advisors/sergeant majors and keeps commander apprised of quality of life/other issues impacting Theater enlisted personnel.
- Accompanies the commander and the DCINC on inspections, visits, and ceremonies.
- Holds sergeant major's call to announce information and instructions to HQ USEUCOM enlisted personnel.
- Sits as president or member of command promotion boards, HQ USEUCOM quarterly awards boards, and other boards/committees that recognize the performance and accomplishments of HQ USEUCOM enlisted personnel.
- Develops recognition criteria for HQ USEUCOM enlisted personnel.
- Assists in the reception of visitors to the command.
- Serves on advisory councils and maintains a close relationship with the local community.
- Evaluate the quality of NCO leadership, management, and supervisory training.
- Performs other duties as directed by the commander.

Appendix F
Office of the Political Advisor (ECPLAD)
Organization and Functions

Office of the Political Advisor (ECPLAD).

1. Mission: Advises and consults with the commander on political, political military and economic factors affecting the EUCOM area of responsibility. Insures that sound political advice is consistently available in a timely manner.

2. Major Functions:

- Advises the DCINC and senior staff on political ramifications of the Command's operations and plans.
- Maintains informal channel of communications with Department of State, diplomatic mission, and POLAD counterparts throughout the USEUCOM area.
- Participates in headquarters staff preparation of positions and briefs on both crisis and contingency operations and planning for theater military tasks, presence and force posture.
- Keeps USCINCEUR and the staff informed on authoritative foreign policy guidance, State Department instructions and international and political developments relevant to the Command's mission and operation.
- Assists DCINC in representation with AOR U.S. Ambassadors and Senior Host Country Officials.

Appendix G
Office of the Inspector General (ECIG)
Organization and Functions

Office of the Inspector General (ECIG).

1. Mission: Assist USCINCEUR in maintaining effective command and control, high standards of joint operational readiness, and effective operations security (OPSEC); provide evaluations and reports on matters relating to these functions; conduct inspections and investigations as directed by USEUCOM Chief of Staff, USDCINCEUR, USCINCEUR or higher authority; and provide assistance for service members, their families, and DoD civilians.

2. Major Functions:

- Advise USCINCEUR, through the DCINC and CoS, on matters relating to command and control, joint operational readiness, and OPSEC within the command. (DoD DIR. 5106.4)
- Coordinate necessary USEUCOM Inspector General activities and matters with component command Inspectors General. Ensure USEUCOM Inspector General inspections avoid duplication of the component commands' inspections. (DoD DIR. 5106.4)
- Inspect those activities reporting directly to HQ USEUCOM including, but not limited to, Security Assistance Organizations, Military Liaison Teams, the George C. Marshall European Center for Security Studies, the Joint Analysis Center (JAC), the NATO School, and the USEUCOM Flight Detachment (EFD). (DOD DIR. 5132.3)
- Perform over-the-shoulder evaluations of component command inspections of NSNFC3 sites. (DOD DIR. 5240.IR)
- Inspect HQ USEUCOM intelligence activities oversight program and provide quarterly reports to the Joint Staff. (DOD DIR. 5106.4)
- Prepare a master command inspection schedule annually for approval by the DCINC and provide that schedule to the Joint Staff. (DOD DIR. 5106.4)
- Receive, process, and resolve requests for assistance, and provide the DCINC quarterly reports of assistance trends and an assessment of the command climate.
- In coordination with the HQ USEUCOM staff, organize teams of appropriate subject matter experts to assess longstanding JTFs and the effectiveness of joint training and exercises. (CINC Policy letter 99-02)
- Review and investigate complaints received from the Defense Hotline in accordance with DoD Directive 7050. 1. (DoD Dir 5106.4)
- Serve as USEUCOM's OPR for non-audit related IG, DOD visits, correspondence and inquiries. (DoD Dir 5106.4)
- Conduct other inspections/investigations and perform other inspector general duties as may be assigned by the DCINC or CINCEUR. (DoD Dir 5106.4)
- Provide policy clarifications and guidance to EUCOM staff and components as developed during the conduct of other IG functions.

Appendix H
Secretary of the Joint Staff (ECJS)
Organization and Functions

Secretary of the Joint Staff:

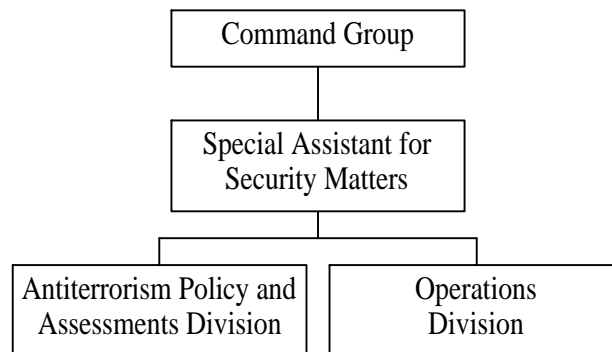
1. **Mission:** Assists and advises the Chief of Staff (COS) and Assistant Chief of Staff (ACOS) in the performance of their administrative duties, and coordinates the functions of the special staff and joint staff directorates.

2. **Major Functions:**

- Provides planning, administrative, and personal support to ECCS.
- Coordinates interface of the special staffs and joint staff directorates in support of USCINCEUR actions.
- Establishes staffing policy for special staffs and joint staff directorates.
- Publishes staff memorandums with formats, procedures, and suspenses for administrative actions (SM 5-2, 5-5, 5-30, 5-48).
- Serves as the USCINCEUR's lead agent for Component Commander Conferences.
- Conducts Staff Action Training Course (SATC) on a recurring basis.

Appendix I
Office of the Special Assistant for Security Matters (ECSM)
Organization and Functions

Office of the Special Assistant for Security Matters (ECSM).



1. Mission: The Special Assistant for Security Matters (ECSM) supports the Commander in Chief, U.S. European Command (USCINCEUR) by being the principal staff advisor for antiterrorism, information and physical security; and joint combat, combat support, and combat service support police operations in USEUCOM's theater of operations. Provides policy guidance on antiterrorism, information and physical security issues in support of HQ USEUCOM.

2. Major Functions:

2.1. Antiterrorism Policy and Assessments Division:

- Provides USEUCOM Inspector General with guidance and technical support to inspect antiterrorism, physical and information security status of USEUCOM direct reporting units and component commands. (DoDD 5105.21-M-1, DoDD 5200.1R/2R/8R, DoD 2000.12)
- Manages all USEUCOM programs and activities designed to protect DoD personnel and their families from terrorist attacks. (DoDD 2000.12, DoDI 2000.16, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Acts as principal USCINCEUR point of contact for all antiterrorism/force protection (AT/FP) matters with DoD, Joint Staff, the Services, components, other unified commands, agencies and departments. (DoDD 2000.12, DoDI 2000.16, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Serves as DoD point of contact with U.S. diplomatic missions and host nation officials regarding security matters, including but not limited to establishing liaison at the national level and pursuing the development of international antiterrorism initiatives and coordinated physical security programs through NATO channels. (DoDD 2000.12)
- Advises USCINCEUR, the HQ USEUCOM staff and subordinate commands on antiterrorism, security and force protection matters to support the development of policy, plans and programs, conflict and crisis management, and congressional testimony. (DoDD 2000.12, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Provides policy guidance to HQ USEUCOM and Service component commands for dealing with AT/FP issues and anti-U.S./NATO activities that could threaten the security of U.S. Forces. (DoDD 2000.12, DoDI 2000.16, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Manages and directs the USEUCOM Joint Antiterrorism Working Group, and Antiterrorism Staff Action Working Group. (DoDD 2000.12, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)

Appendix I
Office of the Special Assistant for Security Matters (ECSM)
Organization and Functions

- Participates in USEUCOM Battle Staff, Crisis Action Team, and Response Cell operations and exercises. (DoDD 2000.12, JCS Pub 2, DoDD 5210.84, DoDD C-4500.51)
- Prescribes policy and procedures consistent with JCS and DoD guidelines for the uniform implementation of terrorist threat conditions (THREATCON) throughout the AOR. (DoDD 2000.12, DoDI 2000.16, JCS Pub 2, DoDD 5210.84, DoDD C-4500.51, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Acts as USCINCEUR point of contact for implementing the 1992 DOS/DoD MOU on overseas security support and DOS security standards. When differences arise, acts as theater coordinator for conflict resolution. (DoDD 2000.12, JCS Pub 2, DoDD 5210.84, DoDD C-4500.51, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Acts of USCINCEUR executive agent for the coordination, establishment, and maintenance of Memoranda of Agreement regarding the force protection of all DoD personnel in country between USCINCEUR and Chiefs of Mission throughout the USEUCOM AOR. (DoDD 2000.12, DoDI 2000.16, 1997 DOS-DoD MOU, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Assess and track the AT force protection status of all DoD activities, within the USEUCOM AOR. (DoDD 2000.12, JCS Pub 2, DoDD 5210.84, DoDD C-4500.51)
- Conducts periodic AT/FP assessments and security surveys of USEUCOM direct reporting units and other selected activities to assist in developing comprehensive security programs. (DoDD 5132.3, DoDD 2000.12, DoDD 2000.16, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Identifies the resources necessary to provide adequate force protection coverage for each USEUCOM activity, or activity for which USCINCEUR has assumed AT/FP responsibility, in coordination with Service components. Proponent for tracking use of AT/FP funds (VTER) and the Chairman's Combating Terrorism Readiness Initiatives Fund. Ensures resource shortfalls are submitted through the JWCA, JROC, program review, and other resource and readiness forums (DoDD 2000.12, JCS Pub 2, DoDD 5210.84, DoDD C-4500.51, CJCSI 5261.01A, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Directs the activities of HQ USEUCOM's Personal Security Detachments (PSD) and resolves policy and provides policy oversight. Advises, assists and issue credentials to PSD. (DoDD 5132.3, DoDD 2000.12)
- Manages the Combating Terrorism Technology request process in theater. Provides representation and input (identifying theater needs and requirements) to the Physical Security Action Group and the Technical Support Working Group. (DoDD 2000.12, CJCSI 5262.01, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Manages and provides training on the Vulnerability Assessment Management Program (VAMP) to aid in tracking AT vulnerabilities and aid in tracking and resourcing corrective actions. (DoDD 2000.12, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Develops policy and manages design (construction) standards deviation program for Theater. (DoDD 2000.12; DoD Interim Construction Standards, Dec 99; USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)

2.2. Operations Division

- Manages the activities of assigned branches in the areas of physical security, personnel and information security, antiterrorism, contingencies, and wartime plans. (DoDD 5105.21-M-1, DoD 5200.1R/2R/8R, DoDD 2000.12)

Appendix I
Office of the Special Assistant for Security Matters (ECSM)
Organization and Functions

- Develops security/force protection policy and procedures for USCINCEUR OPLANs, CONPLANs, OPODs, and CINC assessments/courses of action. (DoDD 2000.12, DoDD 5200.8-R, JCS Pub 2, Joint Pub 3-10.1, DoDD 5200.1-R)
- Develops and executes antiterrorism and force protection policy, procedures and plans for contingency operations, crisis situations, and low through high intensity conflict. (DoDD 2000.12, DoDD 5200.8-R, JCS Pub 2, Joint Pub 3-10.1, DoDD 5200.1-R)
- Coordinates USEUCOM Component Plans and procedures for the physical protection of U.S. military installations in the USEUCOM area of operation in accordance with JCS Pub 2. (DoDD 2000.12, DoDD 5200.8-R, JCS Pub 2, Joint Pub 3-10.1, DoDD 5200.1-R)
- Develops USEUCOM policy and procedures implementing national directives for use in protection of classified information. Participates and provides guidance to the USEUCOM Information Operations Cell as required. (DoD 5200.1-R)
- Conducts the USEUCOM Security Managers Course (Jointly with Policy & Assessments Division). Responsible for training EUCOM Security Managers and promoting security awareness throughout the USEUCOM area of operation. (DoD 5200.1-R)
- Works with industrial security cleared contractor personnel to ensure that required security agreements and "Requests for Visit Authorization" are processed properly. (National Industrial Security Operating Manual (NISPOM) and DoD 5220-22-R)
- Reviews classified national defense information to determine releasability to foreign governments. (National Disclosure Policy #1)
- Conducts oversight of HQ USEUCOM open storage of classified material. Responsible for ensuring all open storage areas are properly recorded certified and approved. (DoD 5200.1-R)
- Provides guidance to USEUCOM staff on development of security classification and declassification guidance. (DoD 5200.1-R)
- Conducts oversight of all HQ USEUCOM and Security Assistance Organization preliminary and formal investigations involving the compromise of classified material. Ensures all security incidents are properly investigated. (DoD 5200.1-R, DoD 5200.2-R)
- Conducts periodic physical and information security program assistance reviews of USEUCOM direct reporting units and other selected activities. Provides technical assistance and guidance for the purpose of ensuring all security programs are in compliance with appropriate DoD directives. (DoD 5200.1-R, DoDD 2000.12, DoD 5200.2-R, DoD 5200.8-R)
- As required, support the USEUCOM Inspector General with well-trained security program inspectors. As needed, provide the IG support in the areas of physical, information, personnel, antiterrorism and operation security. (DoD 5200.1-R, DoDD 2000.12, DoD 5200.2-R, DoD 5200.8-R)
- Performs oversight functions associated with the USEUCOM physical security program in accordance with guidelines identified in DoDD 5200.8R. (DoD 5200.1-R, DoDD 2000.12, DoD 5200.2-R, DoD 5200.8-R)
- Works directly with the Department of State on behalf of DoD activities that fall under Department of State cognizance to rectify policy disagreements involving physical and information security related issues. (USC Title 10 and Title 22, DoD 5200.1-R, DoD 5200.2-R, DoD 5200.8-R, Joint Pub 5-03.2, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection, DOS Overseas Security Policy Board Directives)
- Develops USEUCOM policy and procedures implementing national directives and guidelines for the protection of U.S. resources and equipment. (USC Title 10 and Title 22, DoDD 5200.8-R, Joint Pub 5-03.2, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)

Appendix I
Office of the Special Assistant for Security Matters (ECSM)
Organization and Functions

- Participates in HQ USEUCOM Deliberate and Crisis Action Planning; augment Joint Task Force Operations. Responsible for developing operational force protection requirements and for ensuring military police/security force operations are in accordance with ED 55-11 and applicable USEUCOM standard operating procedures. (USC Title 10 and Title 22, DoDD 5200.8-R, Joint Pub 5-03.2, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Provides oversight for the theater level High-Risk Personnel program, to include government transportation for unofficial use, firearms for personal protection, non-tactical armored vehicles, and defensive driver training. Processes and submits requests dealing with HRP support to DCINC or COS approval for selected high-risk personnel assigned to HQ USEUCOM, direct reporting units, and certain NATO billets. (DoDD 2000.12, DoDI 2000.16, DoDD 4500.36, DoDD 4500.36-R, DoDD C-4500.51, DoDD 5132.3, DoDD 5210.56, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Manages and directs the DoD Non-tactical Armored Vehicles program in theater to include prescribing procedures for controlling assets, monitoring asset allocation, and compiling program data for DoD review annually and upon request. (DoDD 2000.12, JCS Pub 2, DoDD 5210.84, DoDD C-4500.51)
- Establishes theater-level policies, coordinates, and tracks antiterrorism/force protection training (to include Level I, II, and IV and other special training as required) for all DoD personnel and family members assigned in or traveling to or within the USEUCOM AOR. (DoDD 2000.12, DoDI 2000.16, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)
- Responsible for training and ensuring ECSM's personnel are prepared to participate in the CAT, and DJTFAC operations. (SM 55-1)
- Manages and directs the USEUCOM General Officer/Flag Officer Antiterrorism Steering Group. (DoDD 2000.12, USCINCEUR OPORD 99-01, Antiterrorism/Force Protection)

Appendix J
Office of the Command Chaplain (ECCH)
Organization and Functions

Office of the Command Chaplain (ECCH).

1. Mission: To serve as principal advisor to CINCEUR and the USEUCOM staff on religious, moral and ethical issues, including the free exercise of religion, religious accommodation, and church-state questions affecting military policies, programs, plans and exercises; to coordinate inter-service efforts and give strategic direction and military advice to components, sub-unified commands, Reserves, and the National Guard Bureau on programs, policies, joint and combined operations, inter-service chaplain support, and engagements -- especially supporting human dignity, freedom, and church-state relations in democratic societies; to support USEUCOM and subordinate unit efforts through advice and information on host nation religious customs, sensitivities, and issues that affect policies, operations, exercises, and strategies; to liaison with host nation civilian and military religious leaders and organizations; to coordinate chaplain support in humanitarian assistance programs; and to advise on initiatives promoting Core Values, Equal Opportunity, Substance Abuse, and the spiritual, moral, and emotional impact and goals of Quality of Life.

2. Major Functions:

- Serves as the principal advisor to CINCEUR on matters of religion, ethics, and morals. (Jt. Pub 1-05)
- Reviews policies, plans, and programs to ensure sensitivity to host nation cultural and religious sensitivities, as well as US religious sensitivities and free exercise rights. (Jt. Pub 1-05)
- Develops Religious Ministry Support Annexes for campaign, operations, and exercise plans. (Jt. Pub 1-05)
- Provides strategic direction and military advice on all chaplain support issues to component command, sub-unified commands, Reserves and National Guard Bureau. (Jt. Pub 1-05)
- Coordinates inter-service religious ministry support, including memorandums of agreement and understanding for all US forces deployed to the EUCOM AOR. (Jt. Pub 1-05)
- Coordinates with ECJA to help staff questions of policy regarding religious accommodation, standards of conduct, and constitutional church-and-state issues. (DOD Dir. 1300.17)
- Advises CINCEUR on Quality of Life issues. (ED 56-10, EUCOM Strategy of Engage & Prep)
- Helps staff and coordinate USEUCOM policies on ethics, integrity, moral leadership, ethical decision-making and core values with inter-service chaplain support of quality of life initiatives, to include issues of human dignity, pastoral care, and spiritual growth. (Jt. Pub 1-05)
- Coordinates inter-service chaplain initiatives and training in support of equal opportunity programs, suicide prevention policies, and substance abuse prevention. (Jt. Pub 1-05)
- Coordinates inter-service chaplain initiatives in support of humanitarian assistance and community relations projects. (Jt. Pub 1-05)
- Provides liaison to the USEUCOM Public Affairs Officer on all issues related to religion, ethics, and morals. (Jt. Pub 1-05)
- Provides assistance on all plans and polices related to disaster preparedness and humanitarian relief. (Jt. Pub 1-05)
- Provides assistance to ECIG on issues related to the provision of religious free exercise opportunities, human dignity, and quality of life, participating in inspection teams as appropriate. (Jt. Pub 1-05)

Appendix J
Office of the Command Chaplain (ECCH)
Organization and Functions

- Serves as liaison with HQ USEUCOM staff directorates and the Office of the Chaplain, JS; Chairman, Armed Forces Chaplains Board (AFCB); US Chiefs of Chaplains, and other Unified Command chaplains as appropriate. (Jt. Pub 1-05)
- Coordinates official visits of US DoD religious endorsing agents to commands within the EUCOM AOR. (DoD 4500.54-G)
- Provides liaison with 6th ASG regarding EUCOM staff support agreements and responsibilities regarding issues of chaplain support, family care, religion, ethics, and morals. (HES Agreement)
- Coordinates inter-service chaplain support for joint and combined operations training and readiness, to include tasking for religious ministry team support. (Jt. Pub 1-05)
- Coordinates involvement of chaplain personnel in Partnership of Peace and ISO PfP activities. (ED 56-10)
- Coordinates information on non-US national and regional religious traditions, laws, sensitivities, and concerns, to support US operational contacts. (Jt. Pub 1-05)
- Provides supervision and leadership support to JTF chaplains, and coordinates inter-service logistical support, where appropriate. (Jt. Pub 1-05)
- Helps coordinate liaison with host nation religious leaders, relief organizations, and institutions, including actions that support Joint or combined operations, including CA, PSYOPS, PA, CMOCs and NGO/PVO efforts. (Jt. Pub 1-05)
- Coordinates inter-service chaplain support for medical issues, including care for the wounded, joint medical evacuation efforts, mortuary affairs and sensitivity to religious concerns. (Jt. Pub 1-05)
- Coordinates inter-service chaplain support in accordance with Geneva Conventions for Enemy Prisoners of War (EPWs). (Jt. Pub 1-05)
- Provides staff support through participation in Crisis Action Team, HQ USEUCOM Battle Staff, and JTF Command Group, as appropriate to develop deliberate and crisis plans, including issues of religious ministry support. (Jt. Pub 1-05)
- Serves as principal liaison for CINCEUR to US military chaplains serving with NATO forces. (Jt. Pub 1-15, ED 56-10)
- Assists the USEUCOM Political-Military advisor on issues relating to State Department or Embassy relations with religious organizations, leaders, or faith groups.
- Promotes activities with other European, MENA, and Sub-Saharan African chaplaincies that foster human rights in the military, religious accommodation, and the dignity of all. (ED 56-10)
- Provides liaison with US military chaplains assigned to non-US militaries as part of the Personnel Exchange Program. (PEP)
- Coordinates chaplain support for Joint Contact Team Program human rights initiatives, to include State Partnership Programs. (SPP)
- Coordinates information on non-US national and regional religious traditions, laws, sensitivities, and concerns, to support US mil-to-mil contacts. (Jt. Pub 1-05)
- Coordinates chaplain support for joint and combined medical exercises, to include MEDCEUR, MEDFLAG, and MEDCAP. (Jt. Pub 1-05)
- Provides support to the Marshall Center on issues related to religion, ethics, and morals, and the relationship of religious and civil authorities in a democratic society. (Jt. Pub 1-05)
- Coordinates US support for and participation in the annual North American - European Chiefs of Chaplains Conference. (ED 56-10)

Appendix J
Office of the Command Chaplain (ECCH)
Organization and Functions

- Helps coordinate and participate in USEUCOM ceremonies and functions, as appropriate. (Jt. Pub 1-05)
- Represents USEUCOM at national or regional religious civilian and military conferences and special events, as appropriate. (AR 165-1, OPNAVINST 1730.0C, AFI 52-101)

Appendix K
Office of the Comptroller (ECCM)
Organization and Functions

Office of the Comptroller (ECCM).

1. Mission: USEUCOM Comptroller supports USCINCEUR in fulfilling a variety of comptroller related responsibilities. The major missions include various resource management functions such as programming, budgeting and execution, financial management guidance, as well as oversight of military banking and credit union operations, audit liaison, and administration of internal management control program.

2. Major Functions:

- Monitors, coordinates, and provides policy guidance on financial service operations. Initiates appropriate action through component commanders in areas requiring improvement. (DoDI 1000.11)
- Monitors and coordinates military banking and credit union programs within the command. Provides technical oversight and review of military banking and credit union facilities and services provided. Coordinates military banking and credit union issues with DoD, Treasury Department, and subordinate component commands. (DoDI 1000.10, DoDI 1000.12)
- Plans for financial support of USEUCOM operations during war and crisis situations. Prepares Comptroller annex to operations and contingency plans. (JOPES)
- Serves as single point of contact and control for audits and inspections conducted within the USEUCOM AOR by the U.S. General Accounting Office (GAO) and the DoD Inspector General (DoD IG). Coordinates inspector team briefings and reviews, and USEUCOM response to GAO and DoD IG audit reports. (DoD Dir. 7600.2, DoD Dir. 7650.1, DoD Dir. 7650.2, DoD Dir. 7650.3)
- Implements the USEUCOM Internal Management Control (IMC) program. Provides overall IMC guidance and direction. Coordinates DoD follow-up reporting. Prepares IMC reports and the annual IMC statement of assurance for the DCINC. (DoD Dir. 5010.38)
- Supports the USEUCOM Inspector General (IG). Augments IG teams. Reviews and responds to Comptroller issues surfaced in the IG program. (USCINCEUR)
- Prepares and monitors execution of all Operation and Maintenance (OMA) budgets in support of the HQ USEUCOM staff and organizations funded by USEUCOM. (OMB Cir. A-34, AR 5-3, AR 37-1)
- Prepares and monitors execution of all Foreign Military Sales (FMS) administrative overhead and Foreign Military Financing (FMF) for all Security Assistance Organizations (SAOs) funded by USEUCOM. (OMB Cir. A-34, DoD Dir. 5105.38-M, DoD Dir. 7290.1, AR 1-75)
- Provides budget formulation guidance and instructions to all OMA and FMS administrative overhead organizations funded by USEUCOM. (DoD Dir. 5105.38-M, DoD Dir. 7110.1, AR 1-75/AR 37-1)
- Prepares consolidated USEUCOM budgets for submission to Headquarters Department of Army (HQ DA) for OMA and FMF programs and Defense Security Assistance Agency (DSAA) for FMS Administrative Overhead program. (DoD Dir. 5105.38-M, DoD Dir. 7110.1, AR 1-75/AR 37-1)
- Prepares biennial MACOM Program Objective Memorandum (POM) submission to HQ DA for all organizations funded by USEUCOM OMA funds. (DoD Dir. 7045.14, AR 1-1)
- Prepares Resource Management Update (RMU) and USEUCOM OMA Command Budget Estimate (CBE) for submission to HQ DA. (AR 1-1, AR 37-1)

Appendix K
Office of the Comptroller (ECCM)
Organization and Functions

- Provides guidance and instructions and prepares consolidated submission to HQ DA for USEUCOM budget request for Other Procurement Army (OPA) investment funds. (AR 1-1, AR 37-1)
- Maintains an automated reporting system that provides data required determining actual costs of civilian manpower based on execution. (AR 37-1, AR 1-75)
- Participates in annual review assessment and evaluation of community appropriated fund budget.(AR 37-49, Hess Agreement)
- Participates in review, assessment, and evaluation of component programming actions and attends Program Budget Issues Team (P/BIT) meetings to assess component command program/budget input. (PL 99-433, USCINCEUR)
- Recommends policy and reviews implementation procedures and annual submission reports for contributed currency and assistance-in-kind programs in USEUCOM. (DoD Dir. 5105.38, AR 37-33)
- Recommends policy, reviews implementation procedures, and monitors dollar ceilings for OMA and FMS administrative overhead representation funds. (DoD Dir. 7250.13, AR 1-75, AR 37-47)
- Coordinates on Morale, Welfare and Recreation (MWR) policy, reviews implementation procedures and monitors execution of MWR funds provided to USEUCOM organizations. (OMB Cir. A-34, DoD Dir. 7200.1, AR 37-1)
- Reviews and provides comments on future year Security Assistance (SA), Defense Cooperation In Armaments (DCA), Offices of Defense Cooperation (ODC), and bilateral affairs programs. (DoD Dir. 5105.38-M, AR 1-75)
- Interprets, executes, and controls both one-year and multi-year special appropriations/programs (CINC Initiative, C2IP, AT/FP RIF, CINC Study, BCE-OPA2, OPA3, MILCON, Title 10/Humanitarian/Civic Assistance). (AR 73-1, AR 350-28)
- Coordinates funding requests for and reporting of execution of resources associated with USCINCEUR contingency missions within the USEUCOM AOR, to include those directed by the JCS and/or OSD. (OSD/JCS, USCINCEUR Direction)
- Interprets DoD fiscal policy, and provides financial management policy guidance, procedures and implementation review to all organizations funded by HQ USEUCOM. (OMB Cir. A-34, DoD Dir. 5105.38-M, DoD Dir. 7200.1, AR 1-75/AR 37-1)
- Interprets DoD fiscal policy and provides financial management policy, guidance, procedures, and implementation reviews
- Executes and controls fund allotments for OMA, administrative overhead, FMF, OPA and special accounts in accordance with the Program Budget Accounting System (PBAS). (OMB Cir. A-34, DoD Dir. 7200.1, AR 37-1)
- Executes and controls Database Commitment Account System (DCAS) for all USEUCOM organizations funded by HQ USEUCOM, and the Security Assistance Automated Resource Management System (SAARMS) for USEUCOM organizations funded by FMS. (OMB Cir. A-34, DoD Dir. 7200.1, AR 37-1)
- Performs resource management inspections of USEUCOM ODC/DCA/SAO/ULCC during pre-planned HQ USEUCOM Inspector General visits. (USCINCEUR, DoD Dir. 7200.1)
- Executes and coordinates Program Budget Advisory Committee (PBAC) system for USEUCOM. (OMB Cir. A-34, DoD Dir. 7200.1, AR 37-1)
- Recommends and executes financial management procedures under Inter-service Support Agreements (ISSA), Acquisition Cross-Servicing Agreements (ACSA) and International

Appendix K
Office of the Comptroller (ECCM)
Organization and Functions

Cooperative Administrative Support Services (ICASS). (DoD Dir. 4000.19, AR 37-1, AR 37-49)

- Participates in development of data and information for Congressional and DoD inquiries regarding USEUCOM OMA and Security Assistance Programs. (USCINCEUR direction, USCINCEUR direction)
- Conducts or participates in special studies directed towards the development of solutions to unique fiscal or budget management problems or problem areas. (C/S or CINC direction, C/S or CINC direction)
- Reviews and monitors execution of International Cooperative Administrative Support Services (ICASS) agreements between DOS and HQ USEUCOM funded activities. (AR 1-75, AR 37-1)

Appendix L
Office of the Judge Advocate (ECJA)
Organization and Functions

Office of the Judge Advocate (ECJA).

1. Mission: Principal legal advisor to the Commander-in-Chief, Deputy Commander-in-Chief, Chief of Staff, and the USEUCOM staff in matters involving domestic, foreign, and international law; coordinates as necessary with the legal staffs of the Component Commands. Coordinates, as required, with the legal staffs at OSD, JCS, and the military departments.

2. Major Functions:

- Provides legal advice and assistance on all official matters to USEUCOM activities and to U.S. elements at SHAPE and its subordinate international headquarters. (DoD Dir. 5525.1)
- Develops legal policies and provides guidance to Component Commands in legal matters. (USCINCEUR)
- Formulates policies and monitors the administrative and legal procedures pertaining to the exercise of foreign criminal jurisdiction over U.S. service-connected personnel and dependents. (DoD Dir. 5525.1)
- Participates in drafting, negotiating, and providing legal advice on international agreements and arrangements. (JCS Pub 3, DoD Dir. 5530.3)
- Monitors, when directed by DoD General Counsel, negotiates Performing Rights Agreements. (DoD General Counsel Letter)
- Provides guidance and formulates on handling disciplinary matters within Security Assistance Office headquarters. Coordinates SAO legal affairs. Monitors military justice and claims matters within the command. (JCS Pub 2)
- Prescribes policies and procedures, and provides guidance on the DoD Foreign Tax Relief Programs. Monitors and coordinates development of country tax law studies and country tax charts within the command's AOR. (DoD Dir. 5100.64)
- Monitors Country Law Study Program and reviews studies for accuracy and compliance with DoD Directives. (DoD Dir. 5525.1)
- Monitors foreign civil litigation impacting USEUCOM activities and members. (DoDI 5030.7)
- Assists in providing legal assistance Service Directives to USEUCOM general/flag officers, when appropriate, to other USEUCOM personnel.
- Participates as a member of USEUCOM IG inspection team. (DoD Dir. 5132.3; JCS SM 254-82)
- Provides and maintains repository of International Agreements (DoD Dir. 5530.3, CJCSI 2300.01)
- Provides legal advice on the rules of warfare, customary and conventional, including the legality of weapons and legitimate military targets. (JSCP; DoD Dir. 5500.77, DoD Instruction 5500.14)
- Provides legal advice and instruction on the treatment and disposition of prisoners of war, civilian internees, and other captured or detained personnel. (SCP; DoD Dir. 5100.77; DoD Instruction 5500.14)
- Coordinates legal activities with allies and foreign countries, as appropriate. (USCINCEUR)
- Provides counsel and serves as reviewing authority and office of record for matters relating to ethics and Standards of Conduct. (DoD Dir. 5500.7, DoD Dir. 5500.7-R.)
- Acts as point of contact for the legal offices of DoD, JCS, Military Services and subordinate commands. (Ltr DoD General Counsel, USCINCEUR)

Appendix M
Public Affairs Office (ECPA)
Organization and Functions

Public Affairs Office (ECPA).

1. Mission: The Director of Public Affairs supports the Commander-in-Chief of U.S. European Command (USEUCOM) by developing and providing public affairs policy guidance, in coordination with appropriate host nation embassies, on issues involving military activities, operations, and exercises within the USEUCOM area of responsibility (AOR). ECPA conducts active public information, community relations, and internal information programs, and provides public affairs oversight, guidance, and direction to USEUCOM's component commands.

2. Major Functions:

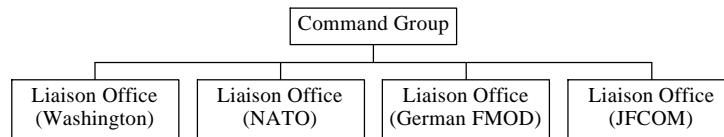
- Plans, coordinates and implements public affairs activities throughout the theater.
- Serves as the staff proponent for Armed Forces Radio and Television Service (AFRTS) and *European Stars and Stripes* matters in the USEUCOM AOR. (ED 15-13)
- Provides policy guidance for AFRTS operations in the Command's AOR. Plans and supervises advisory board meetings. (DoD Dir. 5120.4, ED 15-13)
- Establishes, develops and maintains HQ USEUCOM public affairs contacts with, and conducts community relations events with, German government, military, news media, and professional and civic organizations. (DoD Dir. 5105.15, DoD Dir. 5410.18, ED 15-1, ED-15-4)
- Develops and implements USEUCOM community relations public affairs policies and guidance for component commands. (DoD Dir. 5105.15, DoD Dir. 5410.18, ED-15-4)
- Plans, arranges, and conducts USEUCOM staff orientation trips.
- Advises senior staff on political developments affecting U.S. forces in Germany. Writes media analysis about host nation sensitivities. Advises command regarding German media issues and sensitivities.
- Arranges and conducts visits by host nation representatives to HQ USEUCOM. Acts as moderator/interlocutor for meetings/conferences with host nation representatives, and provides German-English translation.
- Arranges for, and helps conduct, media interviews/background briefings with USEUCOM CINC/DCINC/Chief of Staff.
- Assists in establishing European media contacts for major news events/conferences.
- Maintains contact with local German, U.S. national, and international news media representatives. (DoD Dir. 5105.35, ED 15-1)
- Arranges and conducts news briefings and interviews on military operations and activities. (DoD Dir. 5105.35, ED 15-1)
- Coordinates and approves information for public release in response to news media queries concerning USEUCOM activities from components and news media representatives.
- Deploys with USEUCOM forces, to coordinate media relations efforts. (DoD Dir. 5105.35, ED 15-1)
- Provides public affairs guidance for USEUCOM operations, exercises and contingencies. (DoDI 5405.3, ED 15-1)
- Writes and coordinates PA annexes to USEUCOM war plans, contingency operations and exercises. Deploys with USEUCOM forces to coordinate public affairs assistance. (ED 15-1)
- Establishes and maintains contact with public affairs POCs within U.S. diplomatic and military agencies in USEUCOM AOR countries. (DoD Dir. 5120.35, ED 15-1)
Prepares news releases and feature articles on USEUCOM activities, and reviews those submitted by component commands for approval. (DoD Dir. 5105.35, ED 15-1)

Appendix M
Public Affairs Office (ECPA)
Organization and Functions

- Performs security review and clearance of DoD and USEUCOM information intended for public release. (DoD Dir. 5230.9) Ensure all information placed on the USEUCOM Public Access Web site is properly reviewed for security, levels of sensitivity and other concerns before it is released. Detailed requirements for clearance of information for public release are located in DoD Directive 5230.9 and DOD Instruction 5230.29 (references (h) and (o)) and Part II of DoD Web Site Policies and Procedures.
- Provides public affairs training for handling and release of information on nuclear accidents/incidents. (DoD Dir. 5230.16, ED 15-5)
- Reviews, assesses, and prepares proposed USCINCEUR positions on Planning, Programming and Budgeting System (PPBS) relating to public affairs functions. (DoD directive 7045.15, SM 56-1)
- Monitors and analyzes media reporting and provide appropriate advice and council to CINC/DCINC/Senior Staff and components.
- Prepares USEUCOM information for use in SHAPE and OASD/PA press releases. (DoD Dir. 5105.35, ED 15-1)
- Plans for accreditation of news media representatives. (DoD Dir. 5105.35, STANDARD PLAN 4000)
- Provides counsel/guidance for the USEUCOM Public Access Web Services and develops related public affairs support.
- Provides policy guidance on the electronic distribution of public information within the AOR, to include official military Internet web sites. (DoD Dir. 5230.29)
- Designates communications facilities and procedures with ECJ6, for transmitting news material to personnel within USEUCOM AOR. (DoD Dir. 5105.35, ED 15-1)
- Evaluates the public web site's overall effectiveness as a communications tool and its success in achieving the information objectives of the Command.
- Provide Hypertext Markup Language (HTML) and web page construction training as required assisting USEUCOM customers who have requirements to post information to the web site. Ensure a comprehensive set of standards is established and maintained for the USEUCOM Public Affairs web. Assist HQ staff, Action Officers and Directorate Webmasters with construction of pages that conform to site design and content standards.
- Ensure procedures are established for management oversight and regular functional review of the USEUCOM Public Access Web site.
- Register the USEUCOM Public Access Web site with the Government Information Locator Service (GILS).

Appendix N Liaison Offices Organization and Functions

Liaison Offices.



1. Mission: Serves as liaison between headquarters, United States European Command and specific organization activities to ensure concerted actions, maintain contact, connections and relationships.

2. Major Functions:

- Serves as Liaison Officer representing USEUCOM interest in U.S. national policy, strategy, and capabilities.
- Maintains contact between USEUCOM and Department of State, CIA, and various governmental agencies in Washington and other U.S. locations.
- Maintains Command liaison with Congress, the Office of the Secretary of Defense, the Joint Staff, and Service Staffs.
- Supports Command participation in the DoD Planning, Programming, and Budgeting System.
- Represents the command at various study working groups at the JS, OSD and Interagency level.
- Serves as principal conduit of formal and informal communications between Headquarters, United States European Command and United States Mission to NATO (USNATO)
- Serves as USCINCEUR's representative to the US Ambassador to NATO and integral member of defense advisor staff.
- Ensures the defense advisor and ambassador are fully appraised of all necessary matters pertaining to USEUCOM.
- Ensures USEUCOM senior leaders and staff receive timely information on USNATO and NATO activities and policy.
- Serves as USNATO point man for Partnership for Peace exercises and EUCOM sponsored NATO enlargement activities.
- Attends North Atlantic Council, Permanent Joint (NATO-Russian) Council, NATO-Ukraine Committee, and Euro-Atlantic Partnership Council Meetings.
- Prepares daily bulletin summaries and insures reports and policy memos are shared between USNATO and EUCOM.
- Updates HQ, USEUCOM staff on German activities in the AOR
- Participates in the preparation, establishment, and analysis of common exercises.
- Coordinates German visitors to HQ USEUCOM.
- Assists with the coordination for senior HQ USEUCOM visitors to German military HQ's and agencies.
- Informs USEUCOM and German military authorities on the evolution of tactical, operational, strategic concepts and research and development.
- Provides information and coordination actions between USEUCOM, German Foreign Ministry of Defense (FMOD) and OSD.

Appendix N
Liaison Offices
Organization and Functions

- Directs inquiries to EUCOM resident experts and focuses on EUCOM business as it relates to other agencies in Bonn, Berlin, or outside agencies such as the Joint Staff, Components or OSD.

Appendix O
Operations Research and Analysis Office (ECCS-OR)
Organization and Functions

Operations Research and Analysis Office (ECCS-OR).

1. Mission: Acts as the principal Operations Research advisor to the CINC and HQ USEUCOM. ECCS-OR is the staff point of contact, proponent, overseer and manager, of all joint Operations Research and analytical studies and activities in the EUCOM AOR. The Office provides a link between HQ USEUCOM and the Joint, Service, Allied, and Component Operations Research communities. ECCS-OR is the theater executive agent for the Joint Analytical Support Program (JASP), which funds the development of analytical capabilities and the procurement of hardware, software, and contractor technical support services. The Office is the manager of the HQ EUCOM Analytical Studies Program. It establishes priorities for Operations Research studies and programs of interest to the CINC and coordinates with Components, contractors, and outside agencies for the accomplishment of these studies and analyses.

2. Major Functions:

- Develops and promulgates joint operations research and analysis policy, doctrine and techniques within USEUCOM.
- Manages the USEUCOM Analytical Studies Program.
- Serves as the single USEUCOM point of contact for external operations research and analysis agencies, to include national, international, academic and private organizations.
- Programs, advocates and executes funding programs required for HQ USEUCOM operations research and analysis support.
- Acts as Executive Agent for JS J8's Joint Analytic Support Program (JASP) contract vehicle.
- Provides Operations Research Analysis and business process engineering technical advice and support to HQ USEUCOM.
- Represents USEUCOM at panels and meetings associated with Operations Research and Analysis.

Appendix P
Command Historian (ECCS-H)
Organization and Functions

Command Historian (ECCS-H).

1. Mission: Serves as the advisor on all historical matters to the USCINCEUR, his Deputy (DCINC), the Chief of Staff, the Directorates and Staff Offices of HQ USEUCOM.

2. Major Functions:

- Responsible for developing, implementing and coordinating the USCINCEUR historical program as directed by the CJCS (CJCSI 5320.01 GUIDANCE FOR THE JOINT HISTORY PROGRAM 21 August 1997).
- Prepares detailed studies of USEUCOM operations and programs based upon classified documents and sensitive material provided by the command group.
- Proponent of the “European Command History On-Line” (ECHO) electronic archive (HQ USEUCOM institutional memory) project.
- Prepares special studies for the senior leadership in support of operational planning.
- Conducts oral history interviews with the Commander in Chief, Deputy Commander in Chief, and other key USEUCOM Personnel.
- Develops and executes DoD, and USEUCOM host nation (Germany) commemoration and outreach programs.
- Represents HQ USEUCOM on all historical matters to US and foreign government agencies.

Appendix Q
Protocol Office (ECCS-P)
Organization and Functions

Protocol Office (ECCS-P).

1. **Mission:** Advises USCINCEUR on all Protocol matters.

2. **Major Functions:**

- Plans, coordinates and orchestrates official visits, receptions, dinners, ceremonies, tours and related support for national and international political, military and civilian dignitaries of 4-Star and equivalent rank visiting HQ USEUCOM. (DoD 5000.7)
- Plans and coordinates official ceremonies in direct support of the Command group. (DoD 5000.7)
- Schedules and coordinates conferences for CINC, DCINC and COS. Manages Headquarters Conference Room, Alternate Conference Room, and DCINC's Conference Room. (DoD 5000.7)
- Assists and monitors execution of itineraries by one-, two-, and three-star general/flag officers and civilian-equivalent visitors (national and international). (DoD 5000.7)
- Proposes, develops and executes itineraries for four-star and above general/flag officers and civilian-equivalent visitors (national and international). (DoD 5000.7)
- Serves as HQ USEUCOM focal point on U.S.-Germany protocol matters.
- Make arrangements for local transportation and distinguished visitor suites through HQ USEUCOM on behalf of visiting dignitaries of 4-Star and equivalent rank. (DoD 5000.7)
- Arranges for translation/interpreter service for the CINC, DCINC and COS when requested. (DoD 5000.7)

Appendix R
Headquarters Commandant (ECCS-HC)
Organization and Functions

Headquarters Commandant (ECCS-HC).

1. **Mission:** To provide daily unit level personnel administration and finance service support, individual training, first sergeant oversight, logistics support and command administrative functions to all personnel assigned and attached to Headquarters, United States European Command (USEUCOM). Establishes a Joint Personnel Reception Center for contingency operations, as required. Performs other tasks, as required, to ensure the success of the Command Group, Command Directorates, and the overall USEUCOM mission.

2. Major Functions:

2.1. Personnel Administration and Finance Service Support:

- In/out processing of all military personnel assigned or attached.
- Performs numerous customer services for personnel including, but not limited to: Requests for In-Place Consecutive Overseas Tours, ID cards, ID tags, Passports, Overseas Separations, Flight Status, Civilian Clothing Allowance (CCA), Foreign Language Proficiency Pay (FLPP), Early Return of Dependents, Special Leave Accrual, and Reports of Birth Abroad.
- Process ordinary leaves/passes, as well as Emergency Leaves and Continuous Overseas Tour (COT) leaves.
- Process Medical TDY, Permissive TDY, and Student Travel orders.
- Issues Ration Cards to all military, DOD Civilian, and Contractor personnel.
- Initiates personnel administrative Flagging actions and promotion withholds.
- Distributes mid-month and end of month Leave and Earnings Statements, and processes pay inquiries for Army personnel.
- Responsible for all Non-Judicial administrative actions to include suspension of driving privileges and traffic point assessments of Service members.
- Responsible for discipline (UCMJ) of all Army personnel in the grade of Staff Sergeant (SSG/E6) and below, assigned or attached.
- Processes bad checks and traffic citations issued by U.S. military and German authorities to military personnel. The 6th ASG Civilian Misconduct Office handles (DOD civilians, contractors and dependent personnel).
- Performs Retention/Re-enlistment processing for Army enlisted personnel.
- Organizes, conducts, and administers the USEUCOM Service Member of the Quarter/Year Board; the Air Force 12 Outstanding Airman of the Year Program Nomination Board; and the Navy Sailor of the Quarter/Year Board.
- Monitors preparation and processing of officer and enlisted evaluation reports for Army and Air Force personnel assigned to HQ USEUCOM and separate joint activities.
- Administers process for Army officer promotion boards.
- Provides promotion release information to the Command Group and Staff Directors.
- Prepares promotion release packages, including congratulatory letters, fliers, and statistics.
- Administers the Air Force Stripes for Exceptional Performers Program.
- Approves Vehicle Registration Waivers for all military, DOD civilians and contractors assigned to HQ, USEUCOM.
- Commandant represents HQ, USEUCOM at all 6th ASG community meetings.
- Commandant designated, on orders, as the Army Element Commander.

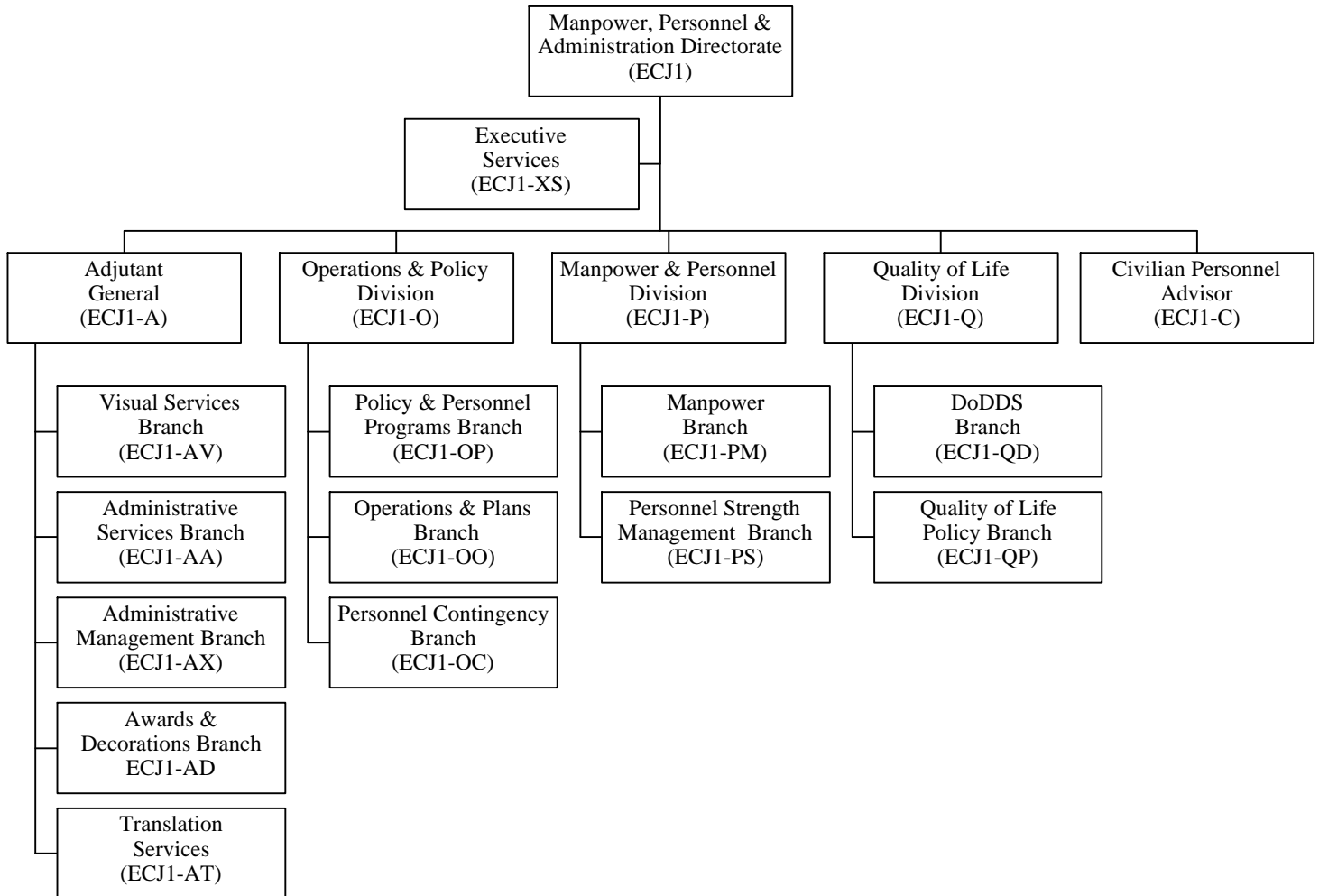
2.2. Training and Operations Support:

Appendix R
Headquarters Commandant (ECCS-HC)
Organization and Functions

- Administers individual Service training programs.
 - Administers physical fitness assessments, in accordance with Service regulations, to all Service members, except Marines.
 - Manages weight control program for all Services, except Marines.
 - Conducts Common Task Testing (CTT) and NCO professional development for Army enlisted personnel.
 - Monitors and organizes attendance of Navy Leadership Continuation Training.
 - Monitors directorates' recommendations for Professional Military Education such as, Squadron Officers School and Joint Professional Military Education.
 - Conducts M16 rifle and 9MM pistol ranges to train personnel identified to perform Force Protection/Anti-terrorist duties and to deploy as members of the Deployable Joint Task Force Augmentation Cell (DJTFAC).
 - Coordinates High-Risk Personnel (HRP) training for ECJ5 Joint Contact Team personnel, as required.
 - Schedules Force Protection Level I & II training, as required.
 - Responsible for the scheduling and execution of the monthly Headquarters Orientation Course.
 - Responsible for the training, events scheduling and performance of the USEUCOM Joint Color Guard.
 - Supports the quarterly Service member Readiness Program (SRP).
 - Administers the HQ USEUCOM Urinalysis Screening Program.
 - Provides 24 hour Staff Duty NCO coverage.
- 2.3. Logistics and Resource Management Support:
- Manages two enlisted barracks occupied by all Services.
 - Manages a unit supply room, weapons armory and NBC room.

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

Manpower, Personnel and Administration Directorate (ECJ1).



1. Mission: Provides USEUCOM and the theater service components with professional and responsive personnel service, customer support, and policy guidance.

2. Major Functions:

2.1. Executive Services Section (ECJ1-XS):

2.2. Adjutant General (ECJ1-A):

2.2.1. Visual Services Branch (ECJ1-AV):

- Manages the HQ USEUCOM Visual Information Program.
- Establishes policy for management of resources, reviews resources and requirements for efficiency and cost effectiveness and submits activity reports (DoD 5040.2).

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Serves as HQ USEUCOM printing control officer, establishes policies on printing matters, authorizes local duplication and field printing requirements for HQ USEUCOM and tenant units (AR 25-30).
- Manages graphic arts service requirements for HQ USEUCOM and tenant units.
- Implements DoD and DA directives regarding appropriate use of visual media (DoD 5040.2, AR 25-1).
- Manages reprographics support for HQ USEUCOM and tenant units (AR 25-30).
- Manages HQ USEUCOM copier/copier paper program.
- Develops command-unique policy and procedures and provides input on all aspects involving office copiers; validates and approves copier requirements (AR 25-30).
- Monitors and evaluates command-wide program implementation.

2.2.2. Support Services Branch (ECJ1-AA):

- Monitors theater postal operations and directs contingency postal operations (DoD 4525.6M).
- Operates the HQ USEUCOM Official Mail and Distribution Center (DoD 4525.8-M and AR 25-51).
- Receives, meters, sorts and transports all outgoing official mail.
- Receives and distributes all incoming official mail and distribution.
- Point of contact for Defense Courier Service (DoD 5200.33).
- Operates the HQ USEUCOM Courier Service.
- Manages the HQ USEUCOM NATO Sub-Registry (USSAN Instruction 1-69).
- Conducts semi-annual inspection of NATO Control Points.
- Receives, controls and distributes all incoming classified NATO documents.
- Manages all DoD, JCS and Service publication accounts for HQ USEUCOM and subordinate activities within the USEUCOM area of responsibility (AR 25-30, AFR 0-9 and NAVSUP PUB 2002D).
- Sets policy and administers the USEUCOM Forms Management Program (AR 25-30).
- Manages preparation, editing and formatting of USEUCOM Directives, Staff Memorandums, Supplements, Pamphlets and Policy Memorandum for HQ USEUCOM and subordinate joint activities (AR 25-30).
- Manages preparation and electronic formatting of all USEUCOM Forms for HQ USEUCOM and subordinate joint activities (AR 25-31).
- Establishes policy and monitors purchasing of commercial publications and distributes incoming commercial publications to appropriate staff activity (DoDI 5120.4).
- Establishes, implements and manages policy for the HQ USEUCOM Records Management Program, to include establishment and maintenance of duplicate emergency files (AR 25-1 and AR 25-400-2).
- Implements DoD policy in the areas of the Freedom of Information Act and Privacy Act Programs; coordinates Mandatory Declassification Review (MDR) requests submitted under the MDR Program (DoD 5200.1-R, DoD 5400.7-R, AR 25-55, AR 340-21, AR 340-26 and AR 380-5).

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Processes public requests for information under the Freedom of Information Act and Privacy Act for HQ USEUCOM and subordinate joint activities.
- Processes public requests for information under the Mandatory Declassification Review Program for HQ USEUCOM and subordinate joint activities.
- Monitors HQ USEUCOM Theater/Country Clearance Program. Develops, staffs or co-ordinates all theater requests for changes to DoD Foreign Clearance Guide (DoD 4500.54-G).
- Manages HQ USEUCOM administration of Permanent Orders (AR 600-8-105).
- Acts as the HQ USEUCOM Voting Assistance Officer for dissemination of voting information and represents HQ USEUCOM on joint voting issues (DoD 1000.4 and AR 608-20).
- Monitors the HQ USEUCOM Ration Card Program (USAREUR Reg. 600-702).
- Manages the HQ USEUCOM Staff Directory; collects changes and republishes the directory.
- Administers the HQ USEUCOM Special Duty Roster and tasks on a fair share basis (AR 220-45).
- Monitors and acts as theater point of contact for Selective Service registration issues.
- Establishes administrative policy and monitors compliance with personnel reporting for forces stationed in Italy.

2.2.3. Awards and Decorations Branch (ECJ1-AD)

- Administers the DoD Awards Program and implements appropriate Service directives (DoD 1348.33M).
- Establishes policy and processes all award and decoration recommendations for all Defense/Service awards submitted by HQ USEUCOM and subordinate joint activities (DoD 1348.33-M).
- Maintains award information database and prepares statistics for monthly command briefings.

2.2.4. Translation Services (ECJ1-AT):

- Provides written translation services in German, Spanish, and French to HQ USEUCOM staff as well as limited informal interpretive services in German and Spanish to those staff activities that do not have in-house capabilities.
- Prepares certifications of equal authenticity in German and Spanish of multilingual international agreements.
- Provides limited translation service in Italian, Dutch, and Portuguese documents on a case-by-case basis.

2.3. Operations and Policy Division (ECJ1-O):

2.3.1. Policy and Personnel Programs Branch (ECJ1-OP):

- Manages all personnel plans and policies supporting wartime and contingency personnel requirements for operational and mobility utilization.
- Researches, develops, establishes and implements command/theater policy for personnel related matters.

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Researches, develops, establishes, and promulgates command/theater service policy for military personnel matters.
- Plans/monitors Morale, Welfare and Recreation (MWR) support for Joint Operations within the USEUCOM AOR and advise JTF-J1 on implementation.
- Establishes policy and procedures for implementation of the Environmental and Morale Leave (EML) Program for the European Theater.
- Monitors operation of funded and unfunded EML (DoD Reg. 4515.13, DoDD 1327.5).
- Coordinates/disseminates policy on service member entitlements such as: family-separation allowance, combat-zone tax exclusion, foreign duty pay, per diem, hazardous duty/imminent danger pay, overseas housing allowance, cost of living allowances, etc. (DoDD 1340.9).
- Monitors joint aspects and support of theater Army Community Service (ACS), Scouts, and joint athletic contests (DoDD 1015.1, 1015.2).
- Develops papers, reviews and coordinates all ECJ1 actions supporting USCINCEUR Congressional testimony and Planning, Programming, Budgeting System (PPBS) activities. (DoD Reorganization Act, JCS MOP 007 & 136).
- Prepares ECJ1 portion of USEUCOM Integrated Priority List (IPL) (DEP SECDEF Memo, 14 NOV 84).
- Acts as liaison between AAFES-Europe and HQ USEUCOM. Coordinates USO and Red Cross activities in European Theater.
- Serves as liaison between host nation private voluntary organizations and HQ USEUCOM.
- Conducts annual Combined Federal Campaign for the European Overseas area (DoDD 5035.1).
- Compiles data and monitor child care, suicide, spouse/child abuse and other quality of life and family related issues; provides positions papers and required input on these subjects to CINCEUR (Military Child Care Act).
- Maintains statistical data on drug/alcohol abuse, disciplinary actions, administrative discharges and rehabilitation entries/failures.
- Monitors legislative issues impacting pay, allowances, retirement benefits, etc.
- Coordinates joint aspects of adult education in AOR (AR 700-2, OPNAVINST 4000.76, AFR 400-15).
- Coordinates publication of tri-country regulations pertaining to personal property, local currency, and motor vehicles and related subjects.

2.3.2. Operations and Plans Branch (ECJ1-OO):

- Represents ECJ1 on USEUCOM Battle Staff.
- Coordinates JTF support of special service organizations such as Red Cross, AAFES, DECA, USO, Stars and Stripes and AFRTS/CWPA.
- Prepares Personnel Annexes for appropriate USEUCOM OPLANs, CONPLANs, and Exercise Plans.
- Reviews other Joint, Unified, and Subordinate Commands' Personnel Annexes to OPLANs/CONPLANs, EXPLANs.
- Develops joint planning guidance for USEUCOM AOR.

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Conducts Personnel crisis action planning.
- Serves as point of contact for non-unit personnel generator and associated Time Phased Deployment Data (TPFDD) issues (JOPES VOL. 1).
- Prepares ECJ1 portion of USEUCOM Joint Monthly Readiness Review (JMRR) submission.
- Develops and executes ECJ1 Battle Staff/Crisis Action Team operating procedures.
- Supports Battle Staff operations (Joint Publication 0-2).
- Monitors all Serious Incident Reports (SIR) and Operational Report (OPREP) 3's, including death and serious injury notifications in the USEUCOM AOR.
- Manages personnel plans supporting wartime and contingency personnel requirements for operational and mobility utilization.
- Assists in developing personnel reporting/accounting architecture during the planning, deployment, execution, and re-deployment of the JTF HQ's.

2.3.3. Personnel Contingency Branch (ECJ1-OC):

- Serves as POC for all individual augmentation issues.
- Plans, organizes, and directs all service personnel programs for this unified command.
- Manages manning of reserve and active duty personnel for special program (Mil-to-Mil, Joint Contact Team Program, requests for special projects or additional manpower, and Navy Overseas Peacetime Contributory Support Program).
- Serves as single USEUCOM tasking authority for timely requisitioning of personnel for JTF HQ's during Contingency/Crisis operations.
- Coordinates and maintains approval authority for release of excess or recall personnel, assigned to JTF HQ's, back to parent commands.
- Serves as single USEUCOM tasking authority for Joint Staff validated individual personnel augmentation requirements for NATO CE and designated United Nations (UN) missions (CJCSI 1301.01).
- Validates individual personnel augmentation requirements for Theater Service Components, coordinating all such requests with HQ USEUCOM functional area managers/subject matter experts (CJCSI 1301.01).
- Validates individual personnel augmentation requirements for special program (Mil-to-Mil, Joint Contact Team Program, requests for special projects or additional manpower, and Navy Overseas Peacetime Contributory Support Program, coordinating all such requests with HQ USEUCOM area managers, OSD, or Joint Staff as required (CJCSI 1301.01).
- Conducts personnel crisis action planning.
- Implements guidance for contingency operations personnel strength reporting.
- Coordinates accurate personnel strength reporting with Theater Components, Joint Task Force (JTF) Headquarters, and NATO Crisis Establishment (CE) Headquarters. Data is reported to HQ USEUCOM Command Group and the Joint Staff.
- Assists in developing personnel reporting/accounting architecture during the planning, deployment, execution, and re-deployment of the JTF HQ's.
- Assists HQ USEUCOM and in theater commanders with Reserve Component personnel requirements.

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

2.4. Manpower and Personnel Division (ECJ1-P):

2.4.1. Manpower Branch (ECJ1-PM):

- Establishes and implements manpower controls according to Joint Staff direction for USEUCOM joint activities (CJCSM 1600).
- Develops, tests, and implements organizational structures.
- Develops organization configuration and publishes ED 20-1, HQ USEUCOM Organization and Functions (CJCSM 1600).
- Develops and validates manpower requirements for USEUCOM staff and units, including Security Assistance Organizations.
- Conducts manpower surveys and analyses to determine most effective and efficient use of manpower resources (CJCSM 1600; DoD 1300.20; DoD 1320.4).
- Programs manpower resources to accommodate new and changing missions, workloads, activation and inactivation of units (CJCSM 1600).
- Manages all manpower and personnel plans and policies supporting wartime and contingency manpower and personnel requirements for operational and mobility utilization.
- Develops and maintains methods for establishing and validating wartime and contingency manpower requirements or operational and mobility utilization.
- Validates USEUCOM wartime and contingency augmentation requirements.
- Represents Director on USEUCOM Battle Staff.
- Supports Battle Staff operations (CJCSM 1600, USCINCEUR; JCS Pub 1.0).
- Assists staff in identifying productivity enhancements and initiatives (DoD Dir. 5000.51).
- Reviews host-tenant support agreement for manpower and organization impacts (DoD Dir. 5100.73).
- Coordinates and validates reserve manpower authorizations between directorates, service components and JCS. Manages the Command Augmentation Program to include tracking/monitoring.
- Coordinates validation of reserve manpower authorization between directorates, service components and JCS.
- Manages all military and civilian manpower requirements supporting HQ USEUCOM's joint area of responsibility. (CJCSM 1600; DoD 1300.20)

2.4.2. Personnel Strength Management Branch (ECJ1-PS):

- Manages officer and enlisted requisitioning for HQ USEUCOM and joint subordinate commands.
- Monitors outbound assignments.
- Works directly with HQ DA (U.S. Total Army Personnel Command), Air Force Personnel Center (AFPC), Bureau of Naval Personnel (BUPERS) and Headquarters Marine Corps (HQ USMC) to fill requirements based on the Joint Manpower Document (JMD).
- Processes tour extension/curtailment requests, retirements, and overseas separation programs.
- Prepares and submits nomination packages to USEUCOM (AR 614-30, AR 614-185, AR 600-200, & DA PAM 600-8-1, DA PAM 600-8-24 and USAREUR 635-150).

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Administers Air Force management level review (MLR) process for USEUCOM officer promotion boards.
- Maintains Air Force Officer Command files.

2.5. Civilian Personnel Advisor (ECJ1-C):

- Receives information from and coordinates with components, OSD and JCS on civilian personnel management programs requiring joint headquarters policy development; establishes/modifies necessary policy and ensures implementation within the USEUCOM area of responsibility (DoDI 1400.10).
- Oversees theater policy on employment of foreign nationals; assures coordination among components in establishment of employment systems, personnel policies and wages and benefits for local national employees in Germany, United Kingdom, Spain, Italy, Greece, Turkey, and Benelux through representation on the Joint Civilian Personnel Committees for each country (ED 30-2).
- Provides advice and guidance to CINC, DCINC and HQ USEUCOM management officials on U.S. and local national civilian personnel management programs (Code of Federal Regulations, Title V).
- Establishes theater policy on mobilization and deployment of component civilian employees (DoDI 1400.32).
- Manages the USEUCOM Civilian Personnel Coordinating Committee which coordinates U.S. and local national personnel policy for the USEUCOM area of responsibility (DoDI 1400.6).
- Oversees component emergency essential civilian personnel programs; manages USEUCOM emergency essential program (DoDI 3005.6).
- Monitors and updates civilian personnel servicing agreements between HQ USEUCOM, component headquarters, and operating personnel offices (DoDI 1400.16 and DoDD 5100.3).

2.6. Quality of Life Division (ECJ1-Q).

- Monitors and coordinates command/theater Quality of Life programs.
- Coordinates component staff input to USCINCEUR in preparation for CINC Conferences.
- Leads command participation in the QoL resource allocation process. Interfaces with component, Joint Staff and DoD in all aspects of Planning, Programming and Budgeting System (PPBS) activities. (DoD Reorganization Act, JCS MOP 7, DODI 7045.7, CJCSI 8501.01, ED 56-17).
- Coordinates component QoL requirements for submission to the CJCS/SECDEF USCINCEUR's Integrated Priority List. Identifies key problem areas that require the attention of the SECDEF to find solutions. (DODI 7045.7, CJCSI 8501.01, ED 56-17). Reviews, analyzes, assesses and offers alternative to component, military department and DoD agency Program Objective Memorandums to ensure projected expenditure of resources provide QoL capabilities required by USCINCEUR to complete assigned missions. (CJCSI 8501.01, ED 56-17).

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Reviews, analyzes and assesses Program Budget Decisions and develops Major Budget Issues. Formulates and recommends USEUCOM positions to validate and/or restore funding to key QoL programs. (CJCSI 8501.01, ED 56-17).
- Reviews, analyzes and assesses the adequacy of the Budget Estimate Submission. Highlights deficiencies in QoL capabilities and prepares supporting rationale for defending desired positions/changes. (CJCSI 8501.01, ED 56-17).
- Provides input to ECJ5-S as they prepare USCINCEUR Defense Resource Board positions and presentations. (CJCSI 8501.01, ED 56-17).
- Provides input to ECJ5-S as they prepare for Joint Warfare Capabilities Assessments and the Joint Requirements Oversight Council; and USCINCEUR's input to the Chairman's Program Assessment and the Chairman's Program Recommendation. (JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Provides input to ECJ5-S as they prepare and execute USCINCEUR's Congressional Strategy to include the Congressional Delegation Visits Plan (CODEL Engagement Plan), the Liaison Plan, the Testimony Plan, and the Appeals Plan.
- Provides input to ECJ5-S on responds to congressional activities, as required. Develops background papers and briefings on Congressional QoL issues. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Analyzes and assesses appropriations and authorization 'marks-ups' and bills, and submits to ECJ5-S appeals to mark-ups that have a negative impact on USEUCOM QoL. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Prepares/reviews command correspondence responding to Congressional QoL concerns and inquiries. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).

2.6.1. Department of Defense Dependent Schools Branch (DoDDS) (ECJ1-QD):

- Monitors policy and support for all DoD Dependent School activities including, but not limited to, logistical, funding and construction in the USEUCOM AOR.
- Liaison responsibilities between OSD, JCS, Component Commands, and DoDEA Hq and DoDDs Europe.
- CINC advisor on issues pertaining to dependent education schools.
- Manages the European Schools Council (ESC) and European Schools Council Working Group (ESCWG) IAW DoD Instruction 1342.15 and ED 30-13. Serves as executive secretary for the ESC and ESCWG.
- Serves as the POC and prepares the European Representative for the Advisory Council on Dependent Education (ACDE) (Pub L. No.95-561 and DoD Directive 5105.4)
- Serves as the Theater POC and prepares the European representative for the Dependents Education Council (DoD Directive 1342.6)
- Attends the Area Advisory Council representing the theater military position.
- Ensure that Installation Advisory Councils are established and functioning at all military installations where two or more schools are operating. (DoD Instruction 1342.15)
- Ensure that administrative assistance is provided to local military installation commanders in support of the operations of the IACs. (DoD Instruction 1342.15)

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Prepare and provide an analysis of end-of-year IAC report summaries. (DoD Instruction 1342.15)
- Manage a Theater Dependent Information Line (hotline) accessible by email and voice to address dependent education concerns. Personal responses are provided to concerned parents, teachers, and commanders. (Component Commanders Conference Tasker June 98)
- Conduct Theater wide Dependent Education Surveys.
- Determine need and set policy for dependent education programs and required. Work with Deputy Director DoDDS Europe when implementing new theater initiatives i.e. Breakfast Program, and Full Day Kindergarten and Reduced Pupil Teacher Ratio.

2.6.2. Quality of Life Policy Branch (ECJ1-QP):

- Manages all QoL plans and policies supporting installation management, personnel compensation programs, wartime and contingency personnel requirements for operational and mobility utilization.
- Researches, develops, establishes and implements command/theater policy for QoL personnel related matters.
- Researches, develops, establishes, and promulgates command/theater service QoL policy for military personnel matters.
- Plans/monitors Morale, Welfare and Recreation (MWR) support for Joint Operations within the USEUCOM AOR and advise ECJ1-O on implementation.
- Coordinates with ECJ1-O policy issues on service member entitlements such as: family-separation allowance, combat-zone tax exclusion, foreign duty pay, per diem, hazardous duty/imminent danger pay, overseas housing allowance, cost of living allowances, etc. (DoDD 1340.9).
- Monitors joint aspects and support of theater Army Community Service (ACS), Scouts, and joint athletic contests (DoDD 1015.1, 1015.2).
- Develops papers, reviews and coordinates all ECJ1 actions supporting USCINCEUR Congressional testimony and Planning, Programming, Budgeting System (PPBS) activities. (DoD Reorganization Act, JCS MOP 007 & 136).
- Prepares ECJ1 portion of USEUCOM Integrated Priority List (IPL) (DEP SECDEF Memo, 14 NOV 84).
- Acts as liaison between AAFES-Europe and HQ USEUCOM. Coordinates USO and Red Cross activities in European Theater.
- Serves as liaison between host nation private voluntary organizations and HQ USEUCOM.
- Conducts annual Combined Federal Campaign for the European Overseas area (DoDD 5035.1).
- Compiles data and monitor child care, suicide, spouse/child abuse and other quality of life and family related issues; provides positions papers and required input on these subjects to CINCEUR (Military Child Care Act).
- Maintains statistical data on drug/alcohol abuse, disciplinary actions, administrative discharges and rehabilitation entries/failures.
- Monitors legislative issues impacting pay, allowances, retirement benefits, etc.

Appendix S
Manpower, Personnel and Administration Directorate (ECJ1)
Organization and Functions

- Coordinates joint aspects of adult education in AOR (AR 700-2, OPNAVINST 4000.76, AFR 400-15).
- Coordinates JTF support of special service organizations such as Red Cross, AAFES, DECA, USO, Stars and Stripes and AFRTS/CWPA.
- Provides QoL input to ECJ1-O Personnel Annexes for appropriate USEUCOM OPLANs, CONPLANs, and Exercise Plans.
- Develops joint planning guidance for USEUCOM AOR.
- Formulates and presents the Command QoL Perspectives Briefing to distinguished visitors.
- Program Manager for the USEUCOM Theater Security Planning System (TSPS). Leads command development of USEUCOM's Theater QoL Engagement Plan (TEP) and provides input to ECJ5-S (CJCSM 3113.01, ED 56-10).
- Provides input to ECJ5-S in the formulation of "regional engagement/presence" Joint Warfare Capabilities Assessments (JWCA). (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).

2.6.2.1. Quality of Life Policy Branch (ECJ1-QP) Theater Status Report (TSR):

- Develop and Implement a command QoL automated analysis program that will access command QoL readiness for facilities and programs by installation and remote location.
- Manage the TSR program which will assist in the formulation of the command QoL posture and assist USCINCEUR and other command senior leaders in articulating respective QoL resource requirements.

2.6.2.2. Quality of Life Policy Branch (ECJ1-QP) conferences, seminars, forums:

- A variety of conferences, seminars, and forums are used to develop the command QoL posture, interface with OSD, Joint and Service Staff, and validate a variety of data. Participants such as Junior Enlisted, Senior Enlisted Advisors, Installation Commanders, Subject Matter Experts, Senior Leaders and service member spouses are the foundation of command QoL operations.

2.6.2.3. Quality of Life Policy Branch (ECJ1-QP) surveys and analysis:

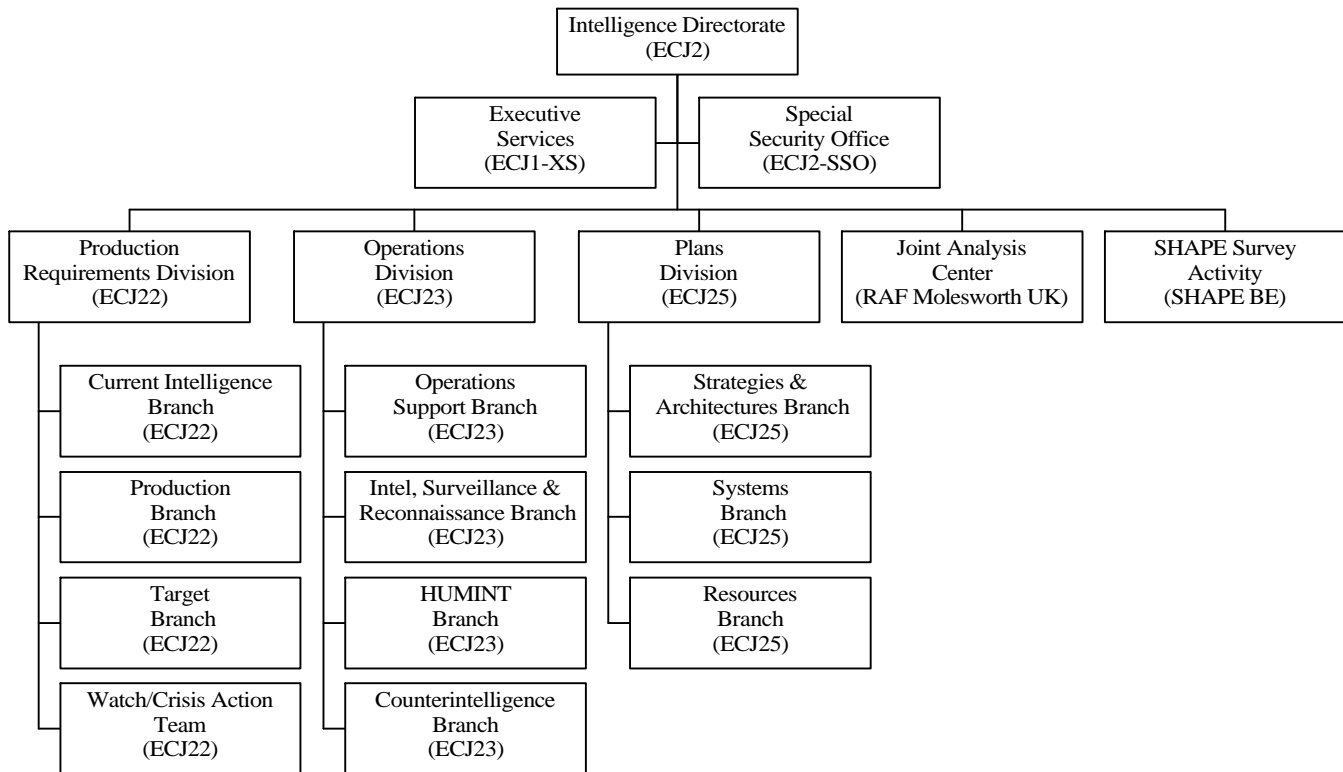
- A variety of QoL surveys are prepared, taken and result analyzed to support the development of the command QoL posture

Appendix T

Intelligence Directorate (ECJ2)

Organization and Functions

Intelligence Directorate (ECJ2).



1. Mission: The Director of Intelligence (ECJ2) is responsible to provide intelligence support to HQ USEUCOM, component commands, and Allied Forces operating in the European Theater. Coordinate intelligence planning, collection, analysis, targeting, and dissemination activities throughout the European Theater in support of U.S. and Allied requirements. Plan, program, and budget for resources necessary to conduct HQ USEUCOM's peacetime and wartime intelligence missions.

2. Major Functions:

2.1. Executive Services Division:

- Monitors and coordinates all administrative support for the Director of Intelligence. (ED 30-1; ED 30-3; ED 30-4)
- Serves as the focal point of contact within the directorate for personnel management, to include evaluations, awards, and the sponsorship program.
- Provides administrative support for the Director's office and the directorate; to include distribution, classified control, suspense control, maintaining duty rosters, maintaining regulations and SOPs.

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Provides administrative guidance to administrative personnel on files management, publications, forms management, and records management.

2.1.1. Special Security Office (SSO)

- Develops Theater policies and procedures implementing national directives and guidelines for the use and protection of Sensitive Compartmented Information (SCI). (DOD Dir 5200.1-R; DOD Dir 5105.21-M1 USEUCOM Sup 1; DOD Dir 5105.21-M2; DOD Dir 5105.21-M3)
- Develops and administers the Command Personnel Security program for individuals indoctrinated for SCI which includes billet management, badging, visitor control, clearance actions, indoctrination, debriefings, transfers-in status, coordination with central clearance adjudication facilities, 5105.21-M1 Security Education, Defensive Security Briefings, and Implementing SCI Travel Program. (DCID 1/14; DOD 5105.21-M1; DOD 5200.2-R; ED 25-3; DOD 5105.21-M1; ED 25-11)
- Implements national physical security directives governing the storage and electronic transmission of SCI. (DCID 1/19; DCID 1/21; NSTISSAM 2-95; NSTSSI No. 7003)
- Plans and prepares for SSO support to HQ USEUCOM and subordinate activities in war and contingency operations and during related exercises. (EUNIEF; ASH; OPLAN 4102.4312; ED 55-1; SOCEUR; JIC; and JTF)
- Maintains HQ USEUCOM SCI document register, and acts as HQ USEUCOM POC for defense courier/USEUCOM courier. (DCID 1/19; DOD 5105.21-M1/M2 and M3)
- Manages and maintains the DOD Intelligence Information Systems (DoDIIS) Information Systems Security Manager (ISSM) for Patch Barracks and associated sites. Ensures that Intelligence systems developed, procured, operated and disposed of, are in accordance with applicable policies. Responsible for account management, auditing, monitoring, security education, preparing and maintaining security documentation and INFOSEC guidance. Responsible to investigate incidents that affects the DoDIIS site. (DIAM 50-4)
- Manages and provides oversight of subordinate HQ USEUCOM SCI facilities. (DOD 5105.21-M1) conducting inspections and staff visits.
- Manages security support of SCI special access programs. Maintains SCI special access database. Coordinates with Document Security Personnel for indoctrination/debriefing of individuals in SCI special programs. (DOD 5105.21-M1)
- Focal Point for coordination of Technical Services in Support of Theater-wide SCIFs ensuring facility integrity. (DOD 5105.21-M1)
- Administers the ECJ2 Freedom of Information Act and Privacy Act programs for HQ USEUCOM; Delegated Initial Denial Authority (IDA) for the Directorate. Coordinates with subordinate activities as required. (DOD 5400.7; SM 5-14; ECDC Memo, dtd 941023)
- Performs Intelligence Oversight program management functions for HQ USEUCOM in conjunction with USEUCOM IG. (EO 12333; SM 40-2; DOD Dir 5240.1; DOD Reg 5240.1-R)
- Serves as a designated declassification and downgrading authority for HQ USEUCOM. (DOD 5200.1-R, USEUCOM Sup 1)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Develops and administers the Command Personnel Security Program for all HQ USEUCOM elements and local activities for Collateral Personnel Security clearances, accesses, briefings, access suspensions and interface with National level clearance adjudication facilities (CAFs). (DOD 5200.2-R; USEUCOM Directive 25-14)
- Develops Theater policies and procedures for the Limited Access Authorization Program, processing investigative requests to National Agencies, adjudicating results and issuing LAAs to foreign national personnel throughout the USEUCOM AO; performs oversight visits and interviews w/US control personnel. (DOD 5200.2-R; USEUCOM Directive 25-6)

2.2. Production Requirements Division

- Provides intelligence support to operational contingency planning and execution. (JCS Pub 2; ED 40-1)
- Manages the European Theater Intelligence Production Program. (DoD IPP; DoD-0000-151-94, July 1994, DoD-0000-151A-96, July 1996, DoD-0000-151C-95, February 1995)
- Develops and promulgates intelligence production policy guidance and procedures for Theater intelligence organizations. Coordinates, establishes and implements Theater production plan. (DoD IPP; DoD-0000-151-94, July 1994; DoD IPP: Production Responsibilities; DoD-0000-151A-96, July 1996; DoD IPP: Production Procedures, DoD-0000-151C-95, February 1995)
- Develops and coordinates ECJ2 positions on key substantive analytic issues. (ED 40-1)
- Develops the CINCEUR's Priority Intelligence Requirements and coordinates National Intelligence Estimates for the entire USEUCOM AOR. (ED 40-1)
- Develops, coordinates, and promulgates command intelligence policy on intelligence dissemination issues. (ED 40-1)
- Provides management and coordination of HQ USEUCOM intelligence support to military engagement and preparedness activities. (ED 40-1; ED 40-5; ED 56-10)
- Manages ECJ2 interface with, and Theater intelligence support to, HQ USEUCOM Theater Security Planning System. (ED 40-1; ED 40-5; ED 56-10)
- Coordinates foreign disclosure/bilateral agreements. (DID Inst 5130.17; NOP-1; JCS SM 28884; ED 25-8; ED 40-1; SM 25-8)
- Develops, promulgates, coordinates and directs USEUCOM targeting; target intelligence supporting data bases; and target materials in support of USCINCEUR and SACEUR missions. (Joint Pub 0-2; DoD Dir 5105.04; ED 40-2; OPLAN 4102; ACE Dir 65-4)
- Provides review authority for target lists, target intelligence annexes, and geographic intelligence aspects of component command OPLANs/CONPLANs; and lateral unified and specified command OPLANs/CONPLANs. (Joint Pub 0-2; DoD Dir 505.04; OPLAN 4102)
- Manages and directs the development and maintenance of target data bases, including DIA Military Intelligence Integrated Data System/Integrated Database (MIIDS/IDB); produces target intelligence directives and targeting architectures; supports preparation of all contingency plans for the Command; ensures Command is supporting national targeting objectives; federates national targeting support for NATO and US forces; establishes targeting policy for the European Theater. (Joint Pub 0-2; JSCP; JCSSM 427-86; OPLAN 4102; ED 40-1; OPLAN 4102)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Provides Theater Global Geospatial Information and Services (GGIS) policy guidance to USEUCOM, its components, and supported commands. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Develops and submits GGIS requirements to NIMA for production to support all Plans and operations. (JSCP; Joint Pub 0-2, & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, 40-4)
- Manages all Theater GGIS production and distribution assets. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Prepares and reviews Annex M to all USEUCOM OPLANs and CONPLANs. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Monitors support to Theater exercises and contingency operations. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Interfaces with NATO on geographic matters and support. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Manages all intelligence support to IO for the USEUCOM ECJ2 staff. (JSCP; Joint Pub 0-2 & 3-13, ED 40-1, SM 40-3 (draft))
- Manages all intelligence support to IO for the USEUCOM ECJ2 staff. (JSCP; Joint Pub 0-2 & 3-13, ED 40-1, SM 40-3 (draft))

2.2.1. Production Branch:

- Develops and promulgates intelligence production policy guidance for Theater intelligence organizations. Coordinates, establishes and implements Theater production plan. (DoD IPP; DoD-0000-151-94, July 1994; DoD IPP: Production Responsibilities; DoD-0000-151A-96, July 1996; DoD IPP: Production Procedures, DoD-0000-151C-95, February 1995)
- Develops, coordinates, and promulgates command intelligence policy on substantive analytic issues. (ED 40-1)
- Develops the CINCEUR's Priority Intelligence Requirements for the entire USEUCOM AOR. (ED 40-1)
- Manages USEUCOM participation in the DoD Intelligence Production Program. (DoD IPP; DoD-0000-151-94, July 1994; DoD-0000-151A-96, July 1996; DoD-0000-151C-95, February 1995; DoD-0000-151F3, May 1996; DoD-0000-174-97, Mar 1997)
- Manages the USEUCOM Intelligence Dissemination Program. Reviews and validates Statements of Intelligence Interest. Ensures product dissemination is accomplished through the established requirements validation system. (DIAM 59-1)
- Provides management and coordination of HQ USEUCOM intelligence support to military engagement and preparedness activities. (ED 40-1; ED 40-5; ED 56-10)
- Manages ECJ2 interface with, and Theater intelligence support to, HQ USEUCOM Theater Security Planning System. (ED 40-1; ED 40-5; ED 56-10)
- Coordinates foreign disclosure/bilateral agreements. (DID Inst 5130.17; NOP-1; JCS SM 28884; ED 25-8; ED 40-1; SM 25-8)
- Serves as command OPR for cartographic and geodetic data in support of cruise missile planning and operations. Identifies, to NIMA, Theater requirements for Terrain Contour

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

Matching (TERCOM) matrices, Vertical Obstruction Data (VOD), and Digital Terrain Elevation Data. (JCS Msg 210012Z Apr 79; USAFE OPLAN 4102)

- Develops USEUCOM requirements and specifications for Military Geographic Information and Documentation (MGID). Manages selected bilateral MGID agreements. (DIA/ECJ2 MOU 31 JUL 81; DIAR 56-6; 55-7)
- Provides Theater Global Geospatial Information and Services (GGIS) policy guidance to USEUCOM, its components, and supported commands. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Develops and submits GGIS requirements to NIMA for production to support all Plans and operations. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Manages all Theater GGIS production and distribution assets. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)
- Prepares and reviews Annex M to all USEUCOM OPLANs and CONPLANs. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; DMA INST 8050.4; ED 40-1, ED 40-4)

2.2.2. Targets Branch:

- Develops, promulgates, coordinates and directs USEUCOM targeting; target intelligence and supporting data bases; and target materials in support of USCINCEUR and SACEUR missions. (Joint Pub 0-2; DoD Dir 5105.04; ED 40-2; OPLAN 4102; ACE Dir 65-4)
- Manages and directs the development and maintenance of target data bases, including DIA Military Intelligence Integrated Data System/Integrated Database (MIIDS/IDB); produces target intelligence directives and targeting architectures; supports preparation of all contingency plans for the Command; ensures Command is supporting national targeting objectives; federates national targeting support for NATO and US forces; establishes targeting policy for the European Theater. (Joint Pub 0-2; JSCP; JCSSM 427-86; OPLAN 4102; ED 40-1; OPLAN 4102)
- Coordinates general collection requirements to satisfy target intelligence gaps and supports OPLAN development. (JSCP; NISP; DIAM 58-2; ED 40-1; OPLAN 4102)
- Provides review authority for target lists, annexes target intelligence, and geographic intelligence aspects of component command OPLANs/CONPLANs; and lateral unified and specified command OPLANs/CONPLANs. (Joint Pub 0-2; DoD Dir 5105.04; OPLAN 4102)
- Supports ECJ3 in the management of Theater Joint Munitions Effectiveness Manuals (JMEM) Programs. (JCS Memo SM 1503-03)
- Prepares and reviews Targeting Appendices in Annex B to all USEUCOM OPLANs and CONPLANs. (JSCP; Joint Pub 0-2 & 6; JCS INST 3901.01; ED 40-1; ED 40-4)
- Develops, coordinates, and promulgates command intelligence policy on IO issues. (JSCP; Joint Pub 0-2, 3-13; ED 40-1; SM 40-3 (draft))
- Manages all intelligence support to Information Operations (IO) for the ECJ2 staff (JSCP; Joint Pub 0-2 & 3-13; ED 40-1; SM 40-3 (draft))

2.3. Joint Analysis Center – Stuttgart:

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Develops and presents daily current intelligence briefings on significant activity within the AOR/AOI to the senior USEUCOM staff as well as other intelligence-related briefings as required. (JCS Pub 2; ED 40-1)
- Maintains 24-hour Indications and Warning (I&W) Watch to continuously monitor intelligence developments in the USEUCOM AOR/AOI and provide necessary warning to HQ USEUCOM and its Components, SHAPE, and to national authorities. (DIAM 57-6; ED 40-1)
- Performs current all source analysis on issues within AOR/AOI and provides intelligence support to operational contingency planning and execution. (JCS Pub 2; ED 40-1)

2.3.1. Current Intelligence Section:

- Develops and presents daily current intelligence briefings on activity within the European command AOR/AOI to the senior USEUCOM staff. (JCS Pub 2; ED 40-1)
- Develops and presents intelligence briefings on selected topics on an “as needed” basis to the USEUCOM staff and visiting dignitaries. (JCS Pub 2; ED 40-1)
- Develops and presents current situation update briefings to USEUCOM staff during crisis/war. (JCS Pub 2; ED 40-1)
- Provides all graphics support for ECJ2. (JCS Pub 2; ED 40-1)

2.3.2. Intelligence Watch Center Section:

- Maintains 24-hour Indications and Warning (I&W) Watch to continuously monitor intelligence developments in the USEUCOM AOR/AOI and provide necessary warning to HQ USEUCOM, USEUCOM components, and national authorities on developing events and threats within the USEUCOM AOR. (DIAM 57-6; ED 40-1)
- Provides I&W support to Supreme Headquarters Allied Powers Europe and the NATO Warning Systems. (ED 40-1)
- Manages and administers USEUCOM participation in the Defense Indications and Warning System. (ED 40-1)
- Provides direct interface/support to ECJ3 on operational intelligence issues. (ED 40-1)
- Provides 24-hour emergency actions and GENSER/SCI message guard for the ECJ2 Directorate. (ED 40-1)
- Coordinates with the Joint Analysis Center (JAC), Molesworth, United Kingdom, for the production of JAC/USEUCOM Intelligence Report (JEIR), JAC Analysis Report (JAR), other analytical products as required, and for the JAC’s production of analytical products for the USEUCOM command group and staff. (JCS Pub 2; ED 40-1)
- Coordinates with USEUCOM staff, CTF, and JTF to provide analytical assessments and support. (JCS Pub 2; ED 40-1)

2.3.3. Requirements Section:

- Performs current all source analysis on issues within AOR/AOI and provides intelligence support to operational contingency planning and execution. (JCS Pub 2; ED 40-1)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Effects staff coordination to elicit requirements for intelligence analysis to support HQ USEUCOM Staff Directorates in the execution of their respective functions. (ED 40-1)
- Coordinates National Intelligence Estimates for entire USEUCOM AOR. (ED 40-1)
- Provides intelligence support to HQ USEUCOM military engagement activities. (ED 40-1; ED 40-5; ED 56-10)
- Prepares and reviews Annex B to all USEUCOM OPLANs and CONPLANs. (JSCP; Joint Pub 0-2 & 6; ED 40-1, 40-4)

2.4. Operations Division:

- Responsible for direction, synchronization and oversight of all intelligence operations in support of U.S NATO, Coalition and UN missions within 89 countries in Europe, the former Soviet Union, the Middle East and Africa. Manages five branches responsible for all Theater intelligence operations: Intelligence Surveillance and Reconnaissance (ISR) Branch (SIGINT, IMINT, MASINT, Reconnaissance); Counter Intelligence/ Combating Terrorism Branch (CI, CT, CD, STO, WMD, IO); Operations Branch (Crisis and Contingency Operations, JTF support); HUMINT Branch (oversight of all clandestine, overt and other Human intelligence operations) and Exercises Branch.

2.4.1. Operations Support Branch:

- Directs and coordinates ECJ2 deliberate planning in support of JCS and USEUCOM deliberate OPLAN/CONPLAN development and maintenance. (JSCP; Joint Pub 2-0; ED 40-1)
- Directs and coordinates the preparation and maintenance of intelligence estimates and annexes for all U.S., NATO, and/or Coalition operations and contingency plans. (Joint Pub 2-0; ED 40-1)
- Directs and coordinates all ECJ2 crisis intelligence support and planning. (Joint Pub 2-0; ED 40-1; ED 50-1)
- Manages ECJ2 Matrix Planning Cells to produce required plans, estimates and annexes. (Joint Pub 2-0; JSCP; ED 40-1; ED 50-1)
- Conducts mission analysis on U.S. and Coalition/Allied intelligence capabilities, resources, and organizations as required to support intelligence operational planning. (Joint Pub 2-0; JSCP; JCS SM 873-81; ED 40-1)
- Develops operational intelligence requirements to support C/JTF J2, and validates all crisis manning, equipment and augmentation requested to meet these C/J2 staff requirements. (Joint Pub 2-0; JSCP; ED 40-1; ED 50-1; USEUCOM ETTP for Joint and Combined Intelligence Operations)
- Directs and coordinates the establishment, support, and redeployment of deployed Theater Intelligence Support Teams (TIST), National Intelligence Support Teams (NIST) and National Intelligence Cells (NIC). (Joint Pub 2-0; JSCP; JOPS; USCINCEUR OPLAN 4102; ED 40-1; USEUCOM ETTP for Joint and Combined Intelligence Operations)
- Responsible for the supervision, training, and readiness of ECJ2 Deployable Joint Task Force Augmentation Cell (DJTFAC) members. (ED 55-11; J2 SOP 55-11)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

2.4.2. Exercises Branch:

- Coordinates and directs ECJ2 DJTFAC participation in command JTF exercises and evaluations. (Joint Pub 2-0; JCS MOP 177; J2 SOP 55-1; ED 55-11)
- Directs Theater and national intelligence collection efforts in support of European Theater Command exercises, operations and special project evaluations. (DOD 5010.10; JCS Pub-10; UCP)

2.4.3. Intelligence, Surveillance and Reconnaissance Branch (ISR):

- Receives, reviews, validates, prioritizes, assigns and/or forwards USEUCOM Theater IMINT, SIGINT, and MASINT collection requirements. (JCS SM 375-82/873-81; 436-76; JCS Pub 0-2; CTFs/JTFs)
- Provides management direction to plans, applications, programs and tasking for Theater airborne reconnaissance platforms. (JCS SM 375-82; JSCP; Joint Pub 0-2)
- Advocates and establishes Theater capability to meet Theater IMINT, SIGINT, and MASINT collection requirements. (JCS Pub 0-2; DoD 5200.2R)
- Serves as the primary interface between Theater command elements and national collection agencies. (JCS Pub 0-2; JCS SM 375-82)
- Directs Theater and national intelligence collection efforts in support of European Theater Command exercises, operations and special project evaluations. (DODD 5010.10; JCS Pub-10; UCP)
- Serves as the single Theater coordinator for several special operations collection programs. Coordinates Theater tasking and command approval of designated collection platforms with USEUCOM flag officers to support operational planning. (NAVSIM REV 6; NAVSIM REV 1)

2.4.3.1. Imagery Section:

- Serves as the single Theater authority, responsible for developing, validating, prioritizing, and managing imagery intelligence requirements in support of HQ USEUCOM, USEUCOM components, NATO and deployed operational forces. (DIAM 56-13; DIAM 58-5; DIA/CL-1 Collection Requirements Management Handbook)
- Provides policy and guidelines related to the submission and subsequent management of imagery collection requirements. (DIAM 56-13; DIAM 58-2; DIAM 58-5; DIA/CL-1 Collection Requirements Management Handbook)
- Serves as the Theater focal point for developing input for command position related to the acquisitions, fielding, and Theater employment of imagery intelligence collection systems. (DIAM 56-13; DIAM 58-2; DIAM 58-5; DIA/CL-1 Collection Requirements Management Handbook)
- Serves as Theater POC for operational employment and policy related to the utilization of the computerized Requirements Management System (RMS). (DIAM 56-13; DIAM 58-2; DIA/CL-1 Collection Requirements Management Handbook)

2.4.3.2. SIGINT Section:

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Serves as the single Theater authority, responsible for developing, validating, prioritizing, and managing SIGINT and MASINT intelligence requirements in support of HQ USEUCOM, USEUCOM components, NATO and deployed operational forces. (DIAM 56-17; DIAM 58-8; Handbook of National SIGINT Requirements System)
- Reviews and prioritizes all USEUCOM SIGINT and MASINT collection requirements. (DIAM 56-17; DIAM 58-8; Handbook of National SIGINT Requirements System)
- Provides policy and guidance related to the submission and subsequent management of SIGINT and MASINT collection requirements. (DIAM 56-17; DIAM 58-8; Handbook of National SIGINT Requirements System)
- Serves as the Theater focal point for developing input for command position related to the acquisition, fielding, and Theater employment of SIGINT and MASINT intelligence collection systems. (DIAM 56-17; DIAM 58-8; Handbook of National SIGINT Requirements System)
- Serves as Theater POC of operational employment and policy related to Quick Reaction Capability SIGINT and MASINT packages/collection systems during crisis and contingency operations. (DIAM 56-17; DIAM 58-8; Handbook of National SIGINT Requirements System)

2.4.3.3. Reconnaissance Section:

- Serves as the USEUCOM/J2 manager and primary command liaison for Theater airborne reconnaissance systems including the U-2, RC-135, UAV, etc. (DIAM 56-3)
- Serves as the USEUCOM collection management focal point for all airborne reconnaissance systems operating in support of Theater requirements. (JCS SM 873-81; JCS 436-76; JCS Pub 0-2)
- Plans, prepares, coordinates and/or evaluates airborne reconnaissance collection system interoperability among national, Theater and NATO systems. Ensures joint and combined interoperability and operational effectiveness of command wide airborne reconnaissance collection systems. (JCS SM 873-81; JCS 436-76; JCS Pub 0-2)
- Plans, coordinates, directs and manages USEUCOM J2 airborne reconnaissance collection support for Theater and/or other JCS directed crisis and contingency operations including NEO, special operations and humanitarian relief. (JCS SM 873-81; JCS 436-76; JCS Pub 0-2)

2.4.4. HUMINT Branch:

- Provides policy, planning, direction and oversight to Theater components and organizations in the conduct of overt and controlled Human Intelligence. Provides interface between national intelligence organizations and Theater organizations/components on proposal, approval, and conduct of all human intelligence operations conducted within or impacting the USEUCOM AOR. (DCID 5/1)
- Develops/provides expert advice and products pertaining to Theater HUMINT restructuring/manpower initiatives.
- Administers/manages select LIMDIS and special access programs. (DOD 5200.2R)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Develops, manages and directs human intelligence support to special operations forces, and manage special projects to enhance targeting and employment of SOF. (JSCP/ANX A; DODD S-3325-1; DODD S-5105.29; DODD S-5105.21; DCID 5/1; DIAM 58-12)

2.4.5. Counter Intelligence/Combating Terrorism Branch

- Establishes CI/CT policy for the Theater. (JCS Pub 2-01.2; DoD 2000.12)
- Advises the CINC, DCINC and USEUCOM J2 on significant CI investigations, operations, collections, and production activities and terrorism activities affecting the command. (JCS Pub 2-01.2)
- Oversees and coordinates/de-conflicts CI support activities for the command as well as for subordinate commands during military operations other than war, contingencies, and all levels of conflict and routine operations/functions. (JCS Pub 2-01.2)
- Coordinates the tasking of CI organizations in the command's AOR or AOI upon OPLAN implementation, during contingency operations, joint and combined task forces, or in support of unilateral and multinational deployments and joint exercises. (JCS Pub 2-01.2)
- Provides component and subordinate commands planning guidance and direction for CI and intelligence support to combating terrorism (CbT) activities in support of Theater-level deliberate planning and contingency operations. (JCS Pub 2-01.2; DoD 2000-12)
- Advises CINCEUR or his designated representatives on CI support to counter-drug and OPSEC programs and the CbT (counter-terrorism and antiterrorism) activities within the command's AOR. (JCS Pub 2-01.2)
- Serves as the Theater-level proponent of policy and program management for execution of all military intelligence support to CbT in Theater. (DoD 2002)
- Serves as the J2 primary office of responsibility responsible for overall coordination of strategic and operational level counter-terrorism (CT) operations in Theater. (DoD 2000.12)

2.5. Plans Division:

- Provides command direction to plans, policies, and programs for the conduct of intelligence in the Theater. (UCP; Joint Pub 0-2; JSCP; JSPD; ED 40-1)
- Plans and implements U.S. and ACE Theater intelligence architectures. (Joint Pub 0-2; ED 40-1; JSCP)
- Implements policy pertaining to JDISS for HQ USEUCOM and JAC. (DIAM 56-3)
- Develops and implements intelligence communications/ADP requirements. (Joint Pub 0-2; JSCP; DIAM 56-3; ED 40-1)
- Programs policy and oversight for the Linked OPS Intelligence Centers Europe (LOCE). (USDR&E Memo 810595; USA/USAF/HQ USEUCOM MOA Aug 83)
- Programs, budgets, and executes intelligence resources for HQ USEUCOM. Reviews, evaluates, and advocates component command programs as an integral part of the totality of USEUCOM resources. (GDIP Program Manager's Guidance Memo; AR 37-100; ED 50-2)
- Develops Theater programming priorities. (Goldwater-Nichols DoD Reorganization Act of 1986; ED 50-2; GDIP Program Manager's Guidance Memo (PMGM); JSCP; JSPD Joint Pub 0-2)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Manages the HQ USEUCOM ECJ2 reserve intelligence program.
- Manages the Joint Manpower Program (JMP) for ECJ2.
- Manages ECJ2 HQ and SHAPE Survey Division military and civilian personnel support actions, U.S. intelligence personnel requirements and fills for Theater JTF/CTF contingency operations.

2.5.1. Strategies and Architecture Branch:

- Develops, maintains, and implements the intelligence portion of the Command, Control, Communications, Computers, Intelligence, and Reconnaissance (C4ISR) Integration Program. (Joint Pub 0-2; JSCP; ED 40-1)
- Prepares special studies on intelligence capabilities, resources, and organizations. (Joint Pub 0-2; JSCP; JCS SM 873-81; ED 40-1)

2.5.2. Systems Branch:

- Evaluates statements of requirements for, and monitors the development of intelligence systems to support the command headquarters. (DIAM 56-3; TIAP OAD, Annex A)
- Prepares, coordinates and/or monitors evaluations, concepts of operation and deployment plans for new intelligence support systems, or major changes to existing systems, to ensure maximum operational effectiveness in joint and combined operations. (DIAM 56-3; ED 40-1)
- Serves as the HQ USEUCOM systems integration management office for USEUCOM Department of Intelligence Information Systems (DoDIIS) programs. (JCS SM 357-74; DIAM 65-13; ED 40-1; SM 5-6; ECJ2 SOP #10)
- Manages and monitors Theater-wide intelligence ADP and communications development and provides management interface between USEUCOM users, ECJ6, DIA, and other applicable national agencies. (JCS SM 357-74; DIAM 65-13; ED 40-1; SM 5-6)
- Manages and monitors intelligence ADP and communications-related resource programs and provides recommendations on command and service component submissions to the GDIP. (JCS SM 357-74; DIAM 65-13; ED 40-1; SM 5-6; ECJ2 SOP #10)
- Acts as USEUCOM J-2 OPR interfacing with appropriate NATO, DoD, and Theater technical and management conferences/working groups pertaining to intelligence automation and communications. (JCS SM 357-74; DIAM 65-13; TIAP OAD, Annex A)
- Serves as liaison, provides inputs and coordinates with DoD and non-DoD agencies in new systems research and development programs for use in the USEUCOM Theater. (TIAP OAD, Annex A)
- Plans, prepares, coordinates and/or evaluates system interoperability activities between national, Theater, and allied systems. Assures joint and combined interoperability and operational effectiveness of command-wide intelligence support systems. (JCS SM 357-74; DIAM 65-13; TIAP OAD, Annex A)
- Serves as the Theater manager for joint tactical fusion programs. Guides plans, policies, and programs for the Linked OPS Intel Centers Europe (LOCE), and coordinates the development of requirements for follow-on systems, to include systems fielded by NATO. (USDR&E Memo 810595; USA/USAF/HQ USEUCOM MOA Aug 83)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Plans, coordinates, and/or directs proof of concept systems research interoperability activities. (Joint Pub 0-2; JSCP; DIAM 56-3; TIAP OAD, Annex A)
- Ensures that the man-machine interfaces are integral parts of the Theater intelligence support system design. (DIAM 65-13; ED 40-1; Project Management Charter; AR 25-1)
- Serves as Theater functional manager for imagery and measurements and signatures intelligence support ADP and communications systems development (JCS SM 375-82; JCS Pub 0-2; JSCP)
- Manages USEUCOM resource requirements for Theater collection management systems. (JCS SM 375-82; JCS Pub 0-2)
- Prepares, coordinates, and/or monitors concepts of operation and employment plans and design documents for new collection and collection management support systems, or major changes to existing systems. (DIAM 56-3)
- Provides automated collection management support to the USEUCOM Theater. (JCS SM 375-82; JCS Pub 0-2; JSCP)
- Manages Theater integration of collaborative systems supporting operational missions.
- Manages Theater integration of Global Command and Control System (GCCS) Integrated Imagery and Intelligence.

2.5.3. Resources Branch:

- Develops Theater intelligence programming priorities and prepares Theater programming guidance. (Goldwater-Nichols DoD Reorganization Act of 1986; ED 50-2; GDIP Programs Manager's Guidance Memorandum (PMGM) (Annual) JSCP; JSPD Joint Pub 0-2)
- Programs, budgets, and executes intelligence resources for HQ USEUCOM. Reviews and advocates component command intelligence programs as an integral part of the USEUCOM intelligence architecture. (GDIP Program Mgr's Guidance memo; AR 37-100; ED 50-2)
- Manages the Joint Manpower Program (JMP) for J2. (ECJ2; ED 30-1, ED 30-3, ED 30-4)
- Ensures ECJ2 adherence to the Internal Management Control (IMC) Program. (ECJ2; ECCM; SECDEF IMC Dir)
- Manages ECJ2 HQ and SHAPE Survey Division military and civilian personnel requisition actions. (ECJ1/ECJ2)
- Manages ECJ2 HQ and SHAPE Survey Division civilian awards and evaluation program.
- Manages U.S. intelligence personnel requirements and fills for Theater JTF/CTF contingency operations.
- Manages the HQ USEUCOM intelligence reserve forces program. (DoD Dir. 1235.11; MCO P1001R.1F; OPNAVINST 5401.8; ARPC Pam 45-22; AR 140-10)
- Coordinates admin/logistics support for intelligence reservists assigned to HQ USEUCOM.

2.6. Survey Division, SHAPE, Belgium:

- As the USEUCOM J2's representative at Supreme Headquarter Allied Powers Europe (SHAPE), Survey Division provides the CINCEUR and collocated US intelligence personnel with timely, all-source national/Theater intelligence analysis; provides releasable all-source US intelligence to the SHAPE intelligence staff; and provides Special Security Officer support to US and NATO customers.

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

2.6.1. Survey Commander:

- Sets Survey goals, objectives and assists in establishing Theater intelligence priorities. (Joint Staff Memo, 25 Apr 91)
- Formulates and/or directs development of operating policies/programs to carry out mission. (Joint Staff Memo, 25 Apr 91)
- Coordinates with SACEUR, SHAPE, USEUCOM/J2, JAC, and other intelligence agencies to ensure intelligence support meets customer requirements. (Joint Staff Memo, 25 Apr 91)
- Oversees welfare, discipline and appearance of all assigned personnel. (Joint Staff Memo, 25 Apr 91)
- Maintains UCMJ authority over assigned military personnel.
- Reviews documentation for content and accuracy. Ensures proper staffing of all internal and external suspense's. (Joint Staff Memo, 25 Apr 91)
- Serves as J2 representative at SHAPE.
- Conducts long range operational and systems requirements planning. (Joint Staff Memo, 25 Apr 91)
- Coordinates development of Survey plans on down 50 toward directed programs. (Joint Staff Memo, 25 Apr 91)
- Prepares and reviews deliberate planning documents from USEUCOM, other unified commands and components. (Joint Staff Memo, 25 Apr 91)
- Represents EC/J2 command at joint planning conferences. (Joint Staff Memo, 25 Apr 91)

2.6.2. Survey Deputy Commander:

- Directs day-to-day intelligence operations and production efforts. (Joint Staff Memo, 25 Apr 91)
- Oversees financial planning, programming and budgeting, and contract review. (Joint Staff Memo, 25 Apr 91)
- Oversees maintenance of the JMP and internal realignment and programming of Survey billets. (Joint Staff Memo, 25 Apr 91)
- Oversees information management to include publications, official mail, TDY orders, courier duties, record management. (Joint Staff Memo, 25 Apr 91)
- Oversees construction, renovation, maintenance, and repair of all Survey occupied buildings. (Joint Staff Memo, 25 Apr 91)
- Oversees all logistics support, to include, property book management, supply accounts, and warehouse operations. (Joint Staff Memo, 25 Apr 91)
- Oversees all automated intelligence system security training, auditing, monitoring, and certifications of the overall site computer. (Joint Staff Memo, 25 Apr 91)
- Oversees SCI and collateral personnel, physical, industrial, and document security. (Joint Staff Memo, 25 Apr 91)
- Oversees personnel management for all assigned military and civilian personnel. (Joint Staff Memo, 25 Apr 91)
- Develops/updates position descriptions and statements of responsibility for all personnel assigned. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

2.6.3. Administration/Security:

- Manages and maintains the Survey personnel database.
- Manages and monitors service and defense awards for Survey personnel and personnel TDY to Survey. Includes awarding JSAMs, quality control, and submissions to J2. (DoD 1348.3)
- Manages and monitors Survey personnel evaluation program. (AR 623-105; 623-205; BUPERINST 16161.9A)
- Manages Survey's sponsorship program. (AFI 36-2103)
- Manages multi-service leave program and multi-service COT's. (AFI 36-3003; NAV PERS 155.60C)
- Manages and monitors Augmentee and the Survey Reserve forces program. (Joint Staff Memo, 25 Apr 91)
- Provides advice and execution of Army and Navy policy issues, regulations and general information pertaining to Army/Navy personnel. (AR 600-8, NAV PERS 155.60C)
- Plans, organizes, and directs all Air Force personnel programs for Survey. (Joint Staff Memo, 25 Apr 91)
- Coordinates eligibility and attendance for officers and enlisted Professional Military Education (PME) courses. (Joint Staff Memo, 25 Apr 91)
- Provides centralized distribution point for Survey correspondence. Coordinates with local mail agencies to establish local mail procedures. (Joint Staff Memo, 25 Apr 91)
- Provides special orders quality control authentication and preparation training for Survey personnel. (AFR 10-7)
- Provides a centralized Survey ordering and distribution point for all DoD and service publications and forms, to include intelligence publications. (DIA Manual 59-1; AFR 4-72)
- Requisitions, stores, and distributes supplies. (AFR 710; DA PAM 710-2-1)
- Accounts for all on-hand property book items. (AFI 24-30)
- Issues property book items to hand receipt holders. (AFR 710-2; DA PAM 710-2-1; AR 735-5)
- Works with USEUCOM to determine Survey's Reserve Manpower needs to ensure properly trained individuals brought in to fill those needs. (Joint Staff Memo, 25 Apr 91)
- Monitors and coordinates all administrative support for the Survey Commander. (ED 30-1; ED 30-3; ED 30-4)
- Acts on behalf of the Commander and Deputy Commander in tasking/providing guidance to the staff. (ED 30-1; ED 30-3; ED 30-4)
- Executes office schedules for the Commander, manages flow of correspondence between offices, prepares correspondence, and maintains office files. (ED 30-1; ED 30-3; ED 30-4)
- Oversees all automated intelligence system security to include training, auditing, monitoring, inspections, inquiries, system certifications, and management of the overall site computer security program. (DIA Manuals; Director Central Intelligence Directives)
- Oversees SCI personnel, physical, industrial, and document security. (DIA Manuals; Director Central Intelligence Directives)
- Manages personnel, physical, industrial, document and AIS security for Survey Sensitive Compartmented Information. (DIA Manuals; Director Central Intelligence Directives)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Develops and administers the command personnel security program for individuals indoctrinated for SCI which includes billet management, badging, visitor control, clearance actions, indoctrination, debriefings, transfers-in status, coordination with central clearance adjudication facilities, 5105.21-M1 security education, defensive security briefings, and implementing SCI travel program. (DCID 1/14; DOD 5105.21-M1; DOD 5200.2-R; ED 25-3; DOD 5105.21-M1; ED 25-11)
- Implements national physical security directives governing the storage and electronic transmission of SCI. (DCID 1/19; DCID 1/21; NSTISSAM 2-95; NSTSSI No. 7003)
- Plans and prepares for SSO support to SHAPE/SACEUR and subordinate activities in war and contingency operations and during related exercises. (EUNIEF; ASH; OPLAN 4102.4312; ED 55-1; SOCEUR; JIC; JTF)
- Maintains HQ USEUCOM SCI document register, and acts as HQ USEUCOM POC for defense courier/USEUCOM courier. (DCID 1/19; DOD 5105.21-M1/M2 & M3)
- Briefs all newly arrived Survey personnel on the role of foreign disclosure in the performance of the Survey mission. (Joint Staff Memo, 25 Apr 91)
- Conducts Survey joint manning readiness review. (Joint Staff Memo, 25 Apr 91)
- Maintains Survey's SCI document register, and acts as Survey's POC for defense courier. (DCID 1/19; DOD 5105.21-M1/M2 & M3)
- Manages security support of SCI special access programs. Maintains SCI special access database. Coordinates with Document Security Personnel for indoctrination/ debriefing of individuals in SCI special programs. (DOD 5105.21-M1)
- Controls all Top Secret documents and materials for ECJ2. (DOD 5200.1-R; SM 25-12; SM 25-13)
- Administers the ECJ2 Freedom of Information Act and Privacy Act programs. Coordinates with subordinate activities as required. (DOD 5400.7)
- Develops and maintains SOP's, position descriptions and statements of responsibility supporting Survey positions. (Joint Staff Memo, 25 Apr 91)

2.6.4. ADP

- Implements and manages the Survey Computer Security (COMPUSEC) Program. (DoD 5200.28; DCID 1/16)
- Implements and manages the DoD IIS site-based accreditation at Survey as the primary interface and executive agent between the certifying organization and site leadership. (DIA Manual 50-4; DCID 1/16)
- Conducts automated information systems (AIS) security awareness and training. (DoD 5200.28; DIA Manual 50-4)
- Oversees account and password management for all Survey AISs. (DoD 5200.28)
- Schedules and coordinates video teleconferences for the SACEUR, Commander and senior leadership. Manages the Survey and J-Wing conference rooms. (SM 5-27)
- Manages Survey facilities program. (Joint Staff Memo, 25 Apr 91)
- Interfaces with the 80th ASG, USEUCOM, JAC, ACE, Air Force and Navy for support issues. (Joint Staff Memo, 25 Apr 91)
- Develops, programs and executes facilities budget. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Modifies/maintains facilities to comply with U.S. and Belgian health and environmental operating standards and U.S./DoD security Directives. (Joint Staff Memo, 25 Apr 91)
- Provides technical and professional engineering expertise to senior leadership. (Joint Staff Memo, 25 Apr 91)
- Coordinates JDISS/S-LAN and ULAN requirements to ensure system reliability and responsiveness to support the Intel analysts and Survey Division.
- Coordinates U-LAN requirements with 80th ASG to ensure system reliability and responsiveness to support the Intel analysts and Survey Division.
- Conducts long range operational and systems requirements planning. (Joint Staff Memo, 25 Apr 91)
- Coordinates future operational and systems POM/GDIP requirements. (Joint Staff Memo, 25 Apr 91)
- Represents Survey at operational and technical meetings on new capabilities. (Joint Staff Memo, 25 Apr 91)
- Plans, programs, defends, and executes resources required in support of Survey. (GDIP Directives)
- Provides basic management services to support contract administration, small purchases, and receipt control associated with the execution of programmed funds. (FARS/DARS)
- Provides Survey information to HQ USEUCOM for preparation of the USEUCOM budget and program objective memorandum. (AR 37-100)
- Provide monthly fund status reports and maintains a current DCAS database. (AR 37-100)
- Reviews contracts, expands methods of contracting for intelligence hardware requirements, performs market research, liaisons with contracting offices in support of Survey requirements, tracks payments to ensure interest penalties are not incurred, and advises the Commander of federal procurement policies. (FAR Supplements)
- Ensures implementation of Inter-Service Support Agreements (ISSA) in support of the Survey, Survey associated units, and support agencies. (Joint Staff Memo, 25 Apr 91)
- Provides systems administration support to PAS, 650th MI, SPASACS (3) SLD. (Joint Staff Memo, 25 Apr 91)
- Maintains AIGs and aliases in support of Theater and spot reporting and intelligence report dissemination, to include updating and implementing changes. (Joint Staff Memo, 25 Apr 91)
- Manages system and software application and production training for division personnel. (Joint Staff Memo, 25 Apr 91)
- Oversees coordinating all required ADP training for division personnel. (Joint Staff Memo, 25 Apr 91)
- Oversees Survey's (US-only, releasable to NATO, and special purpose) information technology (IT) systems in support of USEUCOM intelligence production and dissemination. (Joint Staff Memo, 25 Apr 91)
- Oversees Theater intelligence IT systems to include integrating, installing, deploying, and maintaining. (Joint Staff Memo, 25 Apr 91)
- Operates the Survey Help Desk to provide 24-hour per day on-call systems support. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Provides account maintenance for all networked Survey systems. (Joint Staff Memo, 25 Apr 91)
- Provides account maintenance for Survey application servers. (Joint Staff Memo, 25 Apr 91)
- Provides systems administration support for deployed activities. (Joint Staff Memo, 25 Apr 91)
- Provides hardware maintenance for Survey systems. (Joint Staff Memo, 25 Apr 91)
- Acts as government POC for Single Source Logistics Support maintenance contract Survey. (Joint Staff Memo, 25 Apr 91)
- Plan and integrate Survey and Theater intelligence IT systems. (Joint Staff Memo, 25 Apr 91)
- Integrate systems required to support Survey and Theater missions into the existing hardware and software baselines. (Joint Staff Memo, 25 Apr 91)
- Develop and execute the Survey intelligence IT budget. (Joint Staff Memo, 25 Apr 91)
- Coordinates implementation plans to fulfill long-range Theater intelligence IT plans. (Joint Staff Memo, 25 Apr 91)
- Coordinates and implements Survey intelligence IT objectives. (Joint Staff Memo, 25 Apr 91)
- Procures intelligence IT equipment, software, and services to implement Survey and Theater intelligence IT plan. (Joint Staff Memo, 25 Apr 91)
- Analyzes Survey and Theater intelligence and intelligence IT requirements to document the requirements and estimated costs. Assesses projects on the basis of cost, schedule, and performance. (Joint Staff Memo, 25 Apr 91)
- Implements configuration management for Survey IT systems. (Joint Staff Memo, 25 Apr 91)
- Manages Survey IT software and system documentation libraries. (Joint Staff Memo, 25 Apr 91)
- Controls the installation of software on Survey IT systems. (Joint Staff Memo, 25 Apr 91)
- Integrates intelligence IT systems required to support Survey and Theater missions into the existing hardware and software baselines. (Joint Staff Memo, 25 Apr 91)
- Provides advanced technical expertise to supplement the Technical Services Division. (Joint Staff Memo, 25 Apr 91)

2.6.5. Intelligence:

- Ensures development, production and reporting of integrated, all-source intelligence support to the SACEUR. (Joint Staff Memo, 25 Apr 91)
- Provides U.S.-only intelligence support to U.S. flag officers. (Joint Staff Memo, 25 Apr 91)
- Coordinates foreign disclosure issues and validates/processes RFIs for submission. (Joint Staff Memo, 25 Apr 91)
- Coordinates with USEUCOM J2, JAC divisions, other intelligence agencies, and Survey customers to ensure production and dissemination of intelligence products to meet customer requirements. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

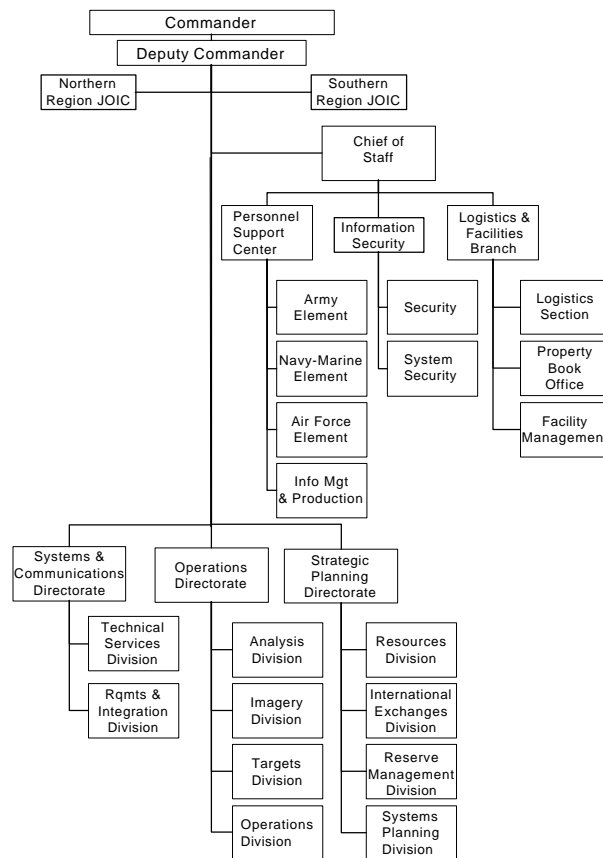
- Produces daily operations summary and ad hoc time-sensitive or threat related reports through tactical fusion of all-source intelligence data to SACEUR and staff. (Joint Staff Memo, 25 Apr 91)
- Manages the control and dissemination of Survey electronic products to Theater elements. (Joint Staff Memo, 25 Apr 91)
- Maintains readiness capability to transition to 24-hour SACEUR support functions during crisis, contingency or emergency. (Joint Staff Memo, 25 Apr 91)
- Maintains receipts for all Survey products. (Joint Staff Memo, 25 Apr 91)
- Produces annotated large area graphics and photo mosaics. (DIA Manuals)
- Performs integrated multi-source analysis of foreign military and political activities in the Command AOR. (Joint Staff Memo, 25 Apr 91)
- Produces required intelligence assessments, studies and reports. (Joint Staff Memo, 25 Apr 91)
- Provides components focused intelligence products to resolution required by CONPLANS/OPLANS. (Joint Staff Memo, 25 Apr 91)
- Disseminates automated intelligence data to consumers.
- Develops and presents intelligence briefings on selected topics on an “as needed” basis to the SACEUR and senior staff and visiting dignitaries. (JCS Pub 2; ED 40-1)
- Develops and presents current situation update briefings to the SACEUR and senior staff during crisis/war. (JCS Pub 2; ED 40-1)
- Manages operational intelligence support to the SACEUR and its components by identifying and defining requirements and tasking Theater analysis and production nodes. (CTF/JTF Intel Support Concept of Operations; ED 40-1; ED 55-11)
- Directs and coordinates the preparation of intelligence portions of U.S., NATO, and/or Coalition operations, contingency, and exercise plans. In particular, develops the intelligence architectures to support operations. (Joint Pub 0-2; JSCP; ED 40-1)
- Provides direct interface/support to the SPASAC/MA/NMR on operational intelligence issues. (ED 40-1)
- Provides 24-hour emergency actions and GENSER/SCI message guard for the SACEUR and Survey. (ED 40-1)
- Coordinates with the Joint Analysis Center (JAC), Molesworth England for the production of JAC Analysis Report (JAR), other analytical products as required, and for the JAC’s production of analytical products for the SACEUR and senior staff. (JCS Pub 2; ED 40-1)
- Coordinates with USEUCOM staff, CTF, and JTF to provide analytical assessments and support. (JCS Pub 2; ED 40-1)

2.7. Joint Analysis Center, Molesworth, United Kingdom

Appendix T

Intelligence Directorate (ECJ2)

Organization and Functions



Mission: The JAC will provide all-source intelligence to US, NATO, and Coalition forces during peace, crisis, and war.

2.7.1. Commander:

- Sets JAC goals, objectives and assists in establishing Theater intelligence priorities. (Joint Staff Memo, 25 Apr 91)
- Formulates and/or directs development of operating policies/programs to carry out mission. (Joint Staff Memo, 25 Apr 91)
- Coordinates with USEUCOM/J2, JAC Divisions, other intelligence agencies, and JAC customers to ensure production of intelligence products meet customer requirements. (Joint Staff Memo, 25 Apr 91)
- Oversees welfare, discipline and appearance of all assigned personnel. (Joint Staff Memo, 25 Apr 91)
- Maintains UCMJ authority over JAC assigned military personnel. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Reviews documentation for content and accuracy. Ensures proper staffing of all internal and external suspenses. (Joint Staff Memo, 25 Apr 91)
- Plans, coordinates and orchestrates official receptions, dinners, ceremonies, tours and related support for national and international political, military, and civilian dignitaries visiting the JAC, or in direct support of the command group. (SM 5-27)
- Schedules and coordinates conferences for the Commander and JAC senior leadership. Manages the JAC conference room. (SM 5-27)

2.7.2. Deputy Commander:

- Directs day-to-day support operations. (Joint Staff Memo, 25 Apr 91)
- Oversees financial planning, programming and budgeting, and contract review. (Joint Staff Memo, 25 Apr 91)
- Oversees maintenance of the JMP and internal realignment and programming of JAC billets. (Joint Staff Memo, 25 Apr 91)
- Oversees information management to include publications, official mail, TDY orders, courier duties, records management; and for graphics support and hard copy production of JAC reports. (Joint Staff Memo, 25 Apr 91)
- Oversees construction, renovation, maintenance, and repair of all JAC occupied buildings. (Joint Staff Memo, 25 Apr 91)
- Oversees all logistics support, to include, property book management, supply accounts, and warehouse operations. (Joint Staff Memo, 25 Apr 91)
- Oversees all automated intelligence system security to include training, auditing, monitoring, inspections, inquiries, system certifications, and management of the overall site computer security program. (Joint Staff Memo, 25 Apr 91)
- Oversees SCI and collateral personnel, physical, industrial, and document security. (Joint Staff Memo, 25 Apr 91)
- Oversees personnel management for all assigned military and civilian personnel. (Joint Staff Memo, 25 Apr 91)

2.7.3. Personnel Support Center:

- Plans, organizes and directs all U.S. Military personnel programs at the JAC. (Joint Staff Memo, 25 Apr 91)
- Manages and maintains the JAC personnel database. (Joint Staff Memo, 25 Apr 91)
- Manages and monitors service and defense awards for JAC personnel and personnel TDY to the JAC. Includes awarding JSAMs, quality control, and submissions to J2. (DoD 1348.3)
- Logs, monitors, and issues gas rations and ration cards to all personnel assigned to the JAC.
- Manages and monitors JAC personnel evaluation program. (AR 623-105; AR 623-205; BUPERINST 16161.9A)
- Manages and monitors AF physical and ancillary training programs. (AFI 40-501/40-501)
- Manages JAC sponsorship program. (AFI 35-2103)
- Manages leave program and multi-service COT's. (AFI 36-3003)
- Manages and monitors Augmentees. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Manages passport/birth aboard services. (U.S. Embassy) (Joint Staff Memo, 25 Apr 91)

2.7.3.1. Army Element:

- Plans, organizes, and directs all U.S. Army personnel programs for the JAC. (AR 600-8)
- Provides advice and execution of Army policy issues, regulations and general information pertaining to army personnel. (AR 600-8)
- Processes extensions and curtailment of tour requests from army personnel assigned to the JAC. (AR 614-30; AR 614-100)
- Receives, validates and forwards to finance and accounting office all leave requests submitted by army personnel assigned to the JAC. (AR 630-5)
- Coordinates eligibility and attendance for officers and enlisted professional military education (PME) courses. (AR 614-100/200)
- Organizes, conducts and administers the army weight management program, physical training, and common task training. (AR 600-9)
- Monitors preparation and processing of officer and enlisted performance reports for all assigned army personnel. (AR 623-205; AR 623-105)

2.7.3.2. Navy Element:

- Plans, organizes, and directs all Navy/Marine Corps personnel programs for the JAC. (NAV PERS 155.60C)
- Manages the Navy/Marine Corps personnel assignment program for the JAC. Works directly with Bureau of Naval Personnel and Headquarters Marine Corps to fill requirements based on the JAC JMP. (NAV PERS 155.60C)
- Monitors preparation and processing of fitness reports on Navy/Marine Corps personnel assigned to the JAC. (BUPERS INST 1610-10)
- Provides advice and guidance on execution of Navy/Marine Corps policy issues, regulations and general information pertaining to Navy/Marine Corps personnel. (NAV PERS 155.60C)
- Processes extensions and curtailment of tour requests from Navy/Marine Corps personnel assigned to the JAC. (NAV PERS 155.60C)
- Processes all leave papers for Navy/Marine Corps personnel assigned to the JAC. (NAV PERS 155.60C)
- Manages the weight and physical training programs for all assigned Navy/Marine personnel. (OPNAVINST.6010.1D; MCO 6100.10B; MCO 6100.3J)

2.7.3.3. Air Force Element:

- Plans, organizes, and directs all Air Force personnel programs for the JAC. (Service Reg.)
- Processes extensions and curtailment of tour requests from Air Force personnel assigned to the JAC.
- Coordinates eligibility and attendance for officers and enlisted Professional Military Education (PME) courses. (Service Reg.)
- Monitors preparation and processing of officer and enlisted performance reports for all assigned Air Force personnel. (Service Reg.)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Process extensions and curtailment of tour requests from Air Force personnel assigned to the JAC. (Service Reg)
- Manages the weight and physical training programs for all assigned Air Force personnel. (AFI 140-501)
- Provides advice and guidance on execution of Air Force policy issues, regulations and general information pertaining to Air Force personnel. (Service Reg)

2.7.4. Information Management:

- Provides centralized distribution point for JAC correspondence. Coordinates with local mail agencies to establish local mail procedures. (Joint Staff Memo, 25 Apr 91)
- Provides special orders quality control authentication and preparation training for JAC personnel. (AFR 10-7)
- Provides a centralized JAC ordering and distribution point for all DoD and service publications and forms, to include intelligence publications. (DIA Manual 59-1; AFR 4-72)
- Develops JAC administrative and correspondence procedures and training in support of these procedures. (Joint Staff Memo, 25 Apr 91)
- Provides briefings and other special request graphics support. (Joint Staff Memo, 25 Apr 91)
- Provides reprographics support for the JAC delegated production program or other odd size/multiple copy setting and printing requirements. (Joint Staff Memo, 25 Apr 91)

2.7.5. Security:

- Oversees all automated intelligence system security to include training, auditing, monitoring, inspections, inquiries, system certifications, and management of the overall site computer security program. (DIA Manuals; Director Central Intelligence Directives; DoD)
- Oversees SCI and collateral personnel, physical, industrial, and document security. (DIA Manuals; Director Central Intelligence Directives; DoD)

2.7.5.1. Special Security Office:

- Manages personnel, physical, industrial, document and AIS security for JAC and RAF High Wycombe Sensitive Compartmented Information. (DIA Manuals; Director Central Intelligence Directives; DoD)
- Manages personnel, physical, industrial, document and AIS security for JAC collateral classified information. (DIA Manuals; AFIs; DoD)

2.7.5.2. Information Systems Security:

- Implements and manages the JAC Computer Security (COMPUSEC) Program. (DoD 5200.28; DCID 1/16)
- Implements and manages the DoD IIS site-based accreditation at JAC as the primary interface and executive agent between the certifying organization and site leadership. (DIA Manual 50-4; DCID 1/16)
- Conducts automated information systems (AIS) security awareness and training. (DoD 5200.28; DIA Manual 50-4)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Oversees account and password management for all JAC AISs. (DoD 5200.28)
- Audits and monitors all JAC DoD interest computer systems. (DIA Manual 50-4)

2.7.6. Logistics/Facilities Branch:

- Manages all aspects of the of the Command Supply discipline program.
- Oversees the construction, renovation, maintenance, and repair of all JAC occupied buildings. (Joint Staff Memo, 25 Apr 91)
- Oversees all logistics support, to include, property book management, supply accounts, and warehouse operations. (Joint Staff Memo, 25 Apr 91)
- Plans, coordinates and executes all logistical aspects of the command, to include geographically separated and deployed forces/elements. (Joint Staff Memo, 25 Apr 91)

2.7.6.1. Logistics/Property Book Office:

- Requisitions, stores, and distributes supplies. (AFR 710; DA PAM 710-2-1)
- Manages vehicle control program. (AFI 24-301)
- Accounts for all on-hand property book items. (AFI 24-30)
- Issues property book items to hand receipt holders. (AFR 710-2; DA PAM 710-2-1; AR 735-5)
- Ensures that all authorized property is on hand. (AFR 710-2; DA PAM 710-2-1; AR 735-5)
- Turns in excess property to appropriate channels. (AFR 710-2; DA PAM 710-2-1; AR 735-5)

2.7.6.2. Facility Management:

- Manages JAC facilities program. (Joint Staff Memo, 25 Apr 91)
- Develops and implements facilities plans. (Joint Staff Memo, 25 Apr 91)
- Interfaces with 423rd Air Base Squadron for support issues. (Joint Staff Memo, 25 Apr 91)
- Develops, programs and executes facilities budget. (Joint Staff Memo, 25 Apr 91)
- Modifies/maintains facilities to comply with U.S. and U.K. health and environmental operating standards and U.S./DoD security Directives. (Joint Staff Memo, 25 Apr 91)
- JAC POC for arms control/INF/CFE/and chemical warfare compliance. (Joint Staff Memo, 25 Apr 91)
- Implements JAC safety program. (Joint Staff Memo, 25 Apr 91)
- Provides technical and professional engineering expertise to senior leadership. (Joint Staff Memo, 25 Apr 91)

2.7.7. Strategic Planning Directorate:

- Leads and directs the JAC Strategic Planning. (Joint Staff Memo, 25 Apr 91)
- Oversees Theater-wide intelligence production. Managers of EM's portion of the DoD Shared Production Program (SPP). (Joint Staff Memo, 25 Apr 91)
- Ensures proper coordination with USEUCOM, components, national agencies, and allies to ensure production of intelligence products meet customer requirements. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Responsible for the JAC Reserve forces program. (Joint Staff Memo, 25 Apr 91)
- Responsible for the JAC foreign disclosure and bilateral intelligence exchange programs. (Joint Staff Memo, 25 Apr 91)
- Responsible for the development of the JAC contingency plan, for production collections, systems, and actions to be taken during contingency operations. (Joint Staff Memo, 25 Apr 91)
- Conducts long range operational and systems requirements planning. (Joint Staff Memo, 25 Apr 91)
- Coordinates development of JAC and Theater plans on downward directed programs. (Joint Staff Memo, 25 Apr 91)
- Prepares and reviews deliberate planning documents from USEUCOM, other unified commands and components. (Joint Staff Memo, 25 Apr 91)

2.7.8. Strategy and Initiatives Division:

- Manages DoD Shared Production Program (SPP) for USEUCOM Theater. (Joint Staff Memo, 25 Apr 91)
- Executes USEUCOM Theater Intelligence Production Plan. (Joint Staff Memo, 25 Apr 91)
- Serves as the USEUCOM Theater Supporting Intelligence Office (SIO); submits and registers planned/term intelligence production requirements via COLISEUM. (Joint Staff Memo, 25 Apr 91)
- Serves as the USEUCOM Theater Validation Office (VO); assigns and tasks planned/term intelligence production requirements via COLISEUM. (Joint Staff Memo, 25 Apr 91)
- Manages Reserve Intelligence Production for the USEUCOM Theater. (Joint Staff Memo, 25 Apr 91)
- Serves as the JAC POC for all Department of Defense Intelligence Production Program (DoDIPP) policy issues and initiatives. (Joint Staff Memo, 25 Apr 91)
- Serves as JAC POC for all Joint Operational Planning and Execution System (JOPES) deliberate planning process issues and initiatives; contributes to USEUCOM preparation of JOPES plans. (Joint Staff Memo, 25 Apr 91)
- Coordinates development of intelligence systems architecture requirements as they relate to tasked OPLANs, CONPLANs and Functional Plans. (Joint Staff Memo, 25 Apr 91)
- Represents command at joint planning conferences. (Joint Staff Memo, 25 Apr 91)
- Reviews deliberate planning documents from JCS, USEUCOM, other Unified CINCs, components and CTF/JTFs. (Joint Staff Memo, 25 Apr 91)
- Maintains Joint Universal Lessons-Learned (JULL) and After Action Reports programs. (Joint Staff Memo, 25 Apr 91)
- Serves as the JAC POC for input to the Joint Monthly Readiness Review (JMRR). (Joint Staff Memo, 25 Apr 91)
- Coordinates uploading/hyperlinking of deliberate planning documents on to INTELINK and INTELINK-S. (Joint Staff Memo, 25 Apr 91)

2.7.9. Reserve Management Division:

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Represents the JAC Commander at all reserve meetings, panels and boards with all Services, JCS OSD and DIA-DM. (Joint Staff Memo, 25 Apr 91)
- Serves as liaison with Services, JCS, OSD, and DIA-DM on all Reserve Policy matters relating to the JAC and Joint Service Activities. (Joint Staff Memo, 25 Apr 91)
- Represents the individual Reserve Members and the Service Reserve Organization to the JAC Commander. (Joint Staff Memo, 25 Apr 91)
- Prepares and defends all Reserve funding requirements to the Services, OSD, and DIA-DM. (Joint Staff Memo, 25 Apr 91)
- Works with all JAC Divisions to determine their Reserve Manpower needs to ensure properly trained individuals brought in to fill those needs. (Joint Staff Memo, 25 Apr 91)
- Provides the best “Quality of Life”, with-in resource limits for active duty reservist. (Joint Staff Memo, 25 Apr 91)
- Provides a Reserve Management Office to assist Reserves assigned to the JAC, to provide assistance to all reserves in matters of billeting, work assignments, pay processing and end of tour evaluations as required. (Joint Staff Memo, 25 Apr 91)

2.7.10. International Exchanges Division:

- Briefs all newly arrived JAC personnel on the role of foreign disclosure in the performance of the JAC mission. (Joint Staff Memo, 25 Apr 91)
- Prepares/staffs/coordinates with national agencies requests for exceptions to the National Disclosure Policy and authorization to display selected imagery products. (Joint Staff Memo, 25 Apr 91)

2.7.11. Systems Planning Division:

- Conducts long range operational and systems requirements planning. (Joint Staff Memo, 25 Apr 91)
- Coordinates future operational and systems POM/GDIP requirements. (Joint Staff Memo, 25 Apr 91)
- Represents the JAC at operational and technical meetings on new capabilities. (Joint Staff Memo, 25 Apr 91)

2.7.12. Resource Management Division:

- Plans, programs, defends, and executes resources required in support of the Joint Analysis Center. (GDIP Directives)
- Provides basic management services to support contract administration, small purchases, and receipt control associated with the execution of programmed funds. (FARS/DARS)
- Provides JAC information to HQ USEUCOM for preparation of the USEUCOM budget and program objective memorandum. (AR 37-100)
- Provide monthly fund status reports and maintains a current dCAS database. (AR 37-100)
- Reviews contracts, expands methods of contracting for intelligence hardware requirements, performs market research, liaisons with contracting offices in support of JAC requirements, tracks payments to ensure interest penalties are not incurred, and advises the Commander of federal procurement policies. (FAR Supplements)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Translates manpower shortfalls and requirements into change requests package for the JAC Joint Table of Distribution (JTD). (SM 51-1)
- Maintains and ensures adherence to the Internal Management Control (IMC) program. (SECDEF IMC DIR)
- Ensures implementation of Inter-Service Support Agreements (ISSA) in support of the JAC, JAC associated units, and support agencies. (Joint Staff Memo, 25 Apr 91)

2.7.13. Northern Region JOIC:

- Provides tailored U.S. national intelligence to commander, Allied Forces Northwest Europe (AFNW) and the associated war fighting commanders. (Joint Staff Memo, 25 Apr 91)
- Represents USEUCOM intelligence to AFNW and acts as a liaison. (Joint Staff Memo, 25 Apr 91)
- Provides advice and assistance to AFNW decision-makers on U.S. intelligence capabilities available to support operational and contingency planning. (Joint Staff Memo, 25 Apr 91)
- Provides U.S.-only intelligence support to U.S. flag officers. (Joint Staff Memo, 25 Apr 91)
- Coordinates foreign disclosure issues and validates/processes RFIs for submission. (Joint Staff Memo, 25 Apr 91)
- Maintains operational architecture for future joint task force implementation. (Joint Staff Memo, 25 Apr 91)
- Provides tailored U.S. national intelligence and SIGINT OPINTEL, to Headquarters, Allied Forces Central Europe (AFCENT). (Joint Staff Memo, 25 Apr 91)
- Acts as the gateway into the U.S. intelligence community for the expression of HQ AFCENT's request for information and productions. (Joint Staff Memo, 25 Apr 91)
- Serves as a conduit to the JAC and USEUCOM J2 of HQ AFCENT operational planning intelligence production and command policy. (Joint Staff Memo, 25 Apr 91)
- Provides initial U.S. intelligence support to HQ AFCENT deployments. (Joint Staff Memo, 25 Apr 91)

2.7.14. Southern Region JOIC:

- Provides tailored US national intelligence to Commander, Allied Forces Southern Europe (AFSOUTH) and the associated war fighting commanders. (Joint Staff Memo, 25 Apr 91)
- Serves as the USEUCOM representative at AFSOUTH for intelligence capabilities available to support operational and contingency planning. (Joint Staff Memo, 25 Apr 91)
- Provides advice and assistance to AFSOUTH decision-makers on U.S. intelligence capabilities available to support operational and contingency planning. (Joint Staff Memo, 25 Apr 91)
- Provides intelligence support to U.S.-only flag officers. (Joint Staff Memo, 25 Apr 91)
- Coordinates foreign disclosure issues and validates/process RFI's for submission. (Joint Staff Memo, 25 Apr 91)
- Maintains operational architecture for future joint task force implementation. (Joint Staff Memo, 25 Apr 91)
- Maintains a 24 x 7 watch supporting operational intelligence for AFSOUTH. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Provides systems administration support to SPACINC and 16th Air Force intelligence staffs. (Joint Staff Memo, 25 Apr 91)

2.7.15. Operations Directorate:

- Directs day-to-day intelligence operations and production efforts. (Joint Staff Memo, 25 Apr 91)
- Directs and oversees crisis action team activities and exercise participation. (Joint Staff Memo, 25 Apr 91)
- Coordinates with USEUCOM J2, JAC divisions, other intelligence agencies, and JAC customers to ensure production and dissemination of intelligence products meet customer requirements. (Joint Staff Memo, 25 Apr 91)

2.7.16. Operations Division:

- Manages JAC Collection Requirements Branch. (Joint Staff Memo, 25 Apr 91)
- Manages JAC crisis, contingency and deployment planning functions. (Joint Staff Memo, 25 Apr 91)
- Manages the JAC Operations Center and the standardization and evaluation functions. (Joint Staff Memo, 25 Apr 91)
- Ensures development, production and reporting of integrated, all-source intelligence support to CTF/JTF Operations. (Joint Staff Memo, 25 Apr 91)
- Manages the multi-national intelligence coordination cell supporting NATO forces and multi-national intelligence agencies. (Joint Staff Memo, 25 Apr 91)

2.7.16.1. Plans and Exercise Branch:

- Plans and coordinates JAC OPINTEL support for crisis and contingency operations. (Joint Staff Memo, 25 Apr 91)
- Conducts J2 joint manning readiness review. (Joint Staff Memo, 25 Apr 91)
- Works JAC coordination, production and responsibilities for intelligence plans with ECJ2, component, NATO and national intelligence agencies planning offices. (Joint Staff Memo, 25 Apr 91)
- Coordinates and manages JAC participation and production for Theater exercises. (Joint Staff Memo, 25 Apr 91)
- Conducts JAC wide planning for crisis, contingency, and wartime support. (Joint Staff Memo, 25 Apr 91)
- Augments JAC Operations Center during contingency operations. (Joint Staff Memo, 25 Apr 91)
- Manages and coordinates JAC training and readiness requirements for deployment covering LNO, mobility, and JTF fly away contingencies operations. (Joint Staff Memo, 25 Apr 91)

2.7.16.2. Collections Branch:

- Collects requirements generated at the JAC, the JOICs and CTFs. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Trains and assists JAC intelligence managers and analysts in generating intelligence collection requests. (Joint Staff Memo, 25 Apr 91)
- Validates and forwards to USEUCOM ECJ2 /USEUCOM all collection requirements originating at the JOICs. (Joint Staff Memo, 25 Apr 91)
- Manages the JAC portion of the USEUCOM standing requirements for the Theater and national collection requirements. (Joint Staff Memo, 25 Apr 91)
- Coordinates collection management support for all exercises in which the JAC participates. (Joint Staff Memo, 25 Apr 91)
- Provides collection management support to the JAC's JOICs. (Joint Staff Memo, 25 Apr 91)
- Coordinates collection management issues with the Multinational Intelligence Coordination Cell (MNICC). (Joint Staff Memo, 25 Apr 91)
- Coordinates with C2W and imagery divisions in support of DIA Shared Production Program (SPP). (Joint Staff Memo, 25 Apr 91)
- Supports Theater multi-service TENCAP and other national C4I initiatives by coordinating with JAC/NRO liaison representatives. (Joint Staff Memo, 25 Apr 91)
- Provides liaison with JAC CSG and NCEUR, supporting JAC collection requirements. (Joint Staff Memo, 25 Apr 91)

2.7.16.3. OP ELINT:

- The ELINT Threat Identification Cell (CELTIC) is provides intermediate level analysis of current ELINT for OPINTEL. (Joint Staff Memo, 25 Apr 91)
- The CELTIC provides technical and operational ELINT analysis in support of USEUCOM, JAC and Theater war fighters. (Joint Staff Memo, 25 Apr 91)
- Acts as the formal Product Validation Request (PVR) authority for classic wizard. (Joint Staff Memo, 25 Apr 91)
- Maintains suite of ELINT production division digital and analog signal processors, display devices, wide-band tape recorders, and video disk players. (NSA/CSS Manual 22-1)
- The Cryptological Support Cell configures and maintains suite of ELINT production division laboratory grade electronic test equipment. (NSA/CSS Manual 22-1)
- The Cryptological Support Cell provides direct support to various NATO and non-NATO customers to include configuration, installation, and maintenance of signal analysis suites. (NSA/CSS Manual 22-1)
- The Cryptological Support Cell forecasts technology developments in test equipment production to upgrade the ELINT labs and suites provided to NATO and non-NATO customers. (NSA/CSS Manual 22-1)

2.7.17. JAC Operations Center:

- Provides Theater tactical indications and warning support center, providing force protection reporting to U.S. and multi-national forces and backup support to USEUCOM strategic indications and warning mission. (Joint Staff Memo, 25 Apr 91)
- Produces daily operations summary and ad hoc time-sensitive or threat related spot reports through tactical fusion of all-source intelligence data. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Conducts 24-hour intelligence watch operations and maintains real-time situation analysis throughout AOR. (Joint Staff Memo, 25 Apr 91)
- Coordinates all aspects of combat search and rescue intelligence support. Disseminates all-source threat assessment supporting CSAR planning and aircrew recovery operations. (Joint Staff Memo, 25 Apr 91)
- Central coordinating authority and RFI manager for all products originating from the JAC. (Joint Staff Memo, 25 Apr 91)
- Trains, qualifies, and certifies all personnel supporting the JAC Watch. Manages development of standard operating procedures and oversees all division-level watch-stander training initiatives. (Joint Staff Memo, 25 Apr 91)
- Manages training and oversight of JAC deployed liaison officers throughout the AOR. (Joint Staff Memo, 25 Apr 91)
- Manages the control and dissemination of JAC electronic products to Theater and national commands. (Joint Staff Memo, 25 Apr 91)
- Provides technical and operational ELINT analysis in support of Theater commands and deployed units. (Joint Staff Memo, 25 Apr 91)

2.7.17.1. Information Branch:

- Maintains electronic receipts for all JAC products. (Joint Staff Memo, 25 Apr 91)
- Maintains AIGs and aliases in support of Theater and spot reporting and intelligence report dissemination, to include updating and implementing changes. (Joint Staff Memo, 25 Apr 91)

2.7.17.2. Requirements Branch:

- Receives, tracks, and manages request for information from participation MODs and the JAC. (Joint Staff Memo, 25 Apr 91)
- Pushes intelligence to NATO forces and United Nation elements. (Joint Staff Memo, 25 Apr 91)
- Provides conduit for MODs to submit collection requests for U.S. UAVs. (Joint Staff Memo, 25 Apr 91)
- Facilitates exchange of intelligence between participating nations. (Joint Staff Memo, 25 Apr 91)

2.7.18. Imagery Division:

- Produces day-to-day imagery management exploitation and processing guidance to JAC imagery operations. Oversees JAC imagery intelligence process and production of imagery intelligence to satisfy user requirements. (Joint Staff Memo, 25 Apr 91)
- Provides administrative support to division/branch functions. (Joint Staff Memo, 25 Apr 91)
- Establishes internal operating procedures and self-inspection standards for all division functions. (Joint Staff Memo, 25 Apr 91)
- Conducts training for divisional personnel. (Joint Staff Memo, 25 Apr 91)

2.7.18.1. Imagery Analysis:

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Conducts first phase, priority exploitation of imagery acquired from multiple sources. (DIA Manuals)
- Conducts second phase, detailed exploitation of imagery acquired from multiple sources. (DIA Manuals)
- Maintains the Imagery Exploitation Support System (IESS) Theater database. (DIA Manuals)

2.7.18.2. Unit Support

- Performs third phase exploitation of national and Theater imagery. (DIA Manuals)
- Produces ad hoc imagery studies and assessments. (DIA Manuals)
- Produces tactical graphics. (DIA Manuals)
- Produces annotated large area graphics and photo mosaics. (DIA Manuals)

2.7.18.3. Photo Lab:

- Manages day-to-day activities of precision photo lab. (DIA Manuals)
- Operates photographic processing wet lab in order to process, reproduce and develop hard copy imagery for exploitation, production and dissemination. (DIA Manuals)
- Operates digital imagery workstations to scan, print and disseminate intelligence products. (DIA Manuals)
- Provides quality assurance standards and review select print processing and production, and ad hoc photo lab services to internal and external customers. (DIA Manuals)
- Provides around-the-clock equipment maintenance and logistics support of the imagery production facility and imagery exploitation branch. (T.O.'s; AFOSH STDs)
- Maintains audiovisual equipment utilized throughout the JAC and photographic related equipment in reprographics. (T.O.'s; AFOSH STDs)

2.7.18.4. Systems Support:

- Manages all activities pertaining to the management and daily operation of the defense dissemination system III, receiving location two. (DIA Manuals)
- Manages the Imagery Exploitation Support System (IESS) providing the host database system for imagery receipt, exploitation and reporting. (DIA Manuals)
- Manages all imagery exploitation requirements ensuring all European Theater imagery objectives are met. (DIA Manuals)
- Maintains, operates and manages data for all secondary imagery dissemination systems for the JAC. (DIA Manuals)

2.7.19. Analysis Division:

- Primary all-source intelligence analysis and production division for the JAC and central POC for all-source intelligence in Theater. (ACE DIR 65-4)
- Provides all-source intelligence to U.S., NATO and coalition forces. (OPLAN 4102)
- Performs integrated multi-source analysis of foreign military and political activities in the Command AOR. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Produces required intelligence assessments, studies and reports. (Joint Staff Memo, 25 Apr 91)
- Responds to RFI's to support military operations and activities. Disseminates information to forces and audiences in the Theater. (Joint Staff Memo, 25 Apr 91)

2.7.19.1. Estimates Branch:

- Conducts assessments and estimates on Theater-wide issues as well as on force structure and political-military developments up to five years in the future. (ACE DIR 65-4)
- Produces and maintains the Theater estimate. (OPLAN 4102)
- Inputs to Military Capability Studies (MCS) under the DPP, as well as comparative military capability assessments and estimates. (Joint Staff Memo, 25 Apr 91)
- In times of crisis, establishes regional working groups and support contingency operations by providing required OPINTEL and augmenting CAT and/or CTF/JTF. (Joint Staff Memo, 25 Apr 91)
- Provides components focused intelligence products to resolution required by CONPLANS/OPLANS. (Joint Staff Memo, 25 Apr 91)
- Provides analytical expertise in support of targeting and post strike assessments. (Joint Staff Memo, 25 Apr 91)

2.7.19.2. Dissemination Branch:

- Provides Digital Dissemination of USEUCOM Intelligence to US Forces deployed in the European Command Theater; NATO and SFOR/UN commands and forces; and CINCEUR/SHAPE.
- Dissemination Program Manager responsible for policy, database and distribution management.
- Coordinates Theater component, allied and national production input to JAC intelligence products.
- Site Intelink Information Manager responsible for Web technology, digital developments, intelligence product posting, standards, policy and quality control for six secure enclaves.
- Responsible for Compact Disk production and dissemination.

2.7.19.3. Eurasia Branch:

- Produces basic intelligence. Prepares Military Capability Studies (MCS) under the DIA SPP, as well as comparative military capability assessments and estimates on the European portion of the AOR/AOI. Prepares and provides all-source intelligence support to operating forces. (ACE DIR 65-4)
- In times of crisis, establishes regional working groups and support contingency operations by providing required OPINTEL and augmenting CAT and/or CTF/JTF. (OPLAN 4102)
- Provides analytical expertise in support of targeting and post-strike assessments. (Joint Staff Memo, 25 Apr 91)

2.7.20. Balkans Intelligence Support Elements (BISE):

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Produces basic intelligence. Prepares Military capability Studies (MCS) under the DIA SPP, as well as comparative military capability and political assessments and estimates on the Balkans portion of the AOR/AOI. Prepares and provides all-source intelligence support to operating and deployed forces (SFOR/KFOR). (Joint Staff Memo, 25 Apr 91)
- In times of crisis, supports contingency operations by providing required OPINTEL and augmenting CAT and /or CTFs/JTFs. (Joint Staff Memo, 25 Apr 91)
- Provides analytical expertise in support of targeting and post-strike assessments. (Joint Staff Memo, 25 Apr 91)

2.7.20.1. Middle East/Africa Branch:

- Produces basic intelligence. Prepares Military Capability Studies (MCS) under the DIA SPP, as well as comparative military capability assessments and estimates on the Middle East/North African portion of the AOR/AOI. Prepares and provides all-source intelligence support to operating forces. (ACE DIR 65-4)
- In times of crisis, establishes regional working groups and support contingency operations by providing required OPINTEL and augmenting CAT and/or CTF/JTF. (OPLAN 4102)
- Provides analytical expertise in support of targeting and post-strike assessments. (Joint Staff Memo, 25 Apr 91)

2.7.20.2. Multi-Discipline Counter Intelligence Branch:

- Provides tailored, integrated counter-terrorism and counterintelligence support to CINCEUR, DCINCEUR, and all deployed forces. Provides direct indication and threat reporting for force protection issues in the USEUCOM AOR and AOI. (ACE DIR 65-4)
- Analyzes capabilities, identifies gaps and provides terrorism and counterintelligence support. (OPLAN 4102)
- Maintains counter-terrorism and counterintelligence database for the Theater. (Joint Staff Memo, 25 Apr 91)

2.7.21. Maritime Analysis:

- Provides tailored, integrated maritime support to CINCEUR, DCINCEUR, CINCUSNAVEUR, COMSIXTHFLT and all deployed forces. Provides direct indication and threat reporting and locator information for threat forces in the USEUCOM AOR and AOI. (Joint Staff Memo, 25 Apr 91)
- Produces the Maritime Intelligence Digest (MID) five days per week four different classification levels in both HTML and AUTODIN formats. Ensures timely, thoughtful analysis reaches consumers via multiple media. (Joint Staff Memo, 25 Apr 91)
- Produces timely spot reports on threat platforms in the Theater, ensures deployed units are aware of potential threats. (Joint Staff Memo, 25 Apr 91)

2.7.22. Targets Division:

- Develops and directs JAC target intelligence and associated databases; in support of the JAC, USEUCOM, and SACEUR missions. (DoD DIR 5105.04; ACE DIR 65-4; OPLAN 4102)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Develops, manages, and monitors weapons effects for all levels of conflict. (JSC PUB 0-2; JSCP; OPLAN 4102)
- Manages Theater Battle Damage Assessment (BDA) capabilities and systems required to support components USEUCOM and SACEUR operations. (DIA BDAWG, CHARTER)
- Serves as the command OPR for nuclear contingency planning, nuclear components planning, and TTM production. (JCS SM 755-84, 14-78, 186-79)
- Performs point mensuration to support Theater nuclear and conventional components planning, and TTM production.
- Manages production of TTM, maintains Theater TTM repository and disseminates TTM in response to Theater requirements. (DIA Manual 57-24; ACE DIR 65-4; DIA Manual S8601.2)
- Manages the JAC Information Warfare/Command & Control Warfare (IC&C2W) program.
- Supports USEUCOM joint Theater missile defense cell during exercises and contingencies with GALE operations.
- Manages division crisis, contingency and deployment planning functions. Maintains the Theater's Order of Battle (OB) holdings for ground, air, naval, ELINT, and defensive missile units for 83 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces and maintains ELINT OB holdings for 17 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95-through DoD 0000-151F6-95)

2.7.22.1. Order of Battle Branch:

- Produces dynamic OB products to support operational forces deployed to crisis related CTF/JTFs. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Provides ELINT I&W and operations support to U.S. and NATO forces conducting operations in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Disseminates OB information to national and Theater consumers at the appropriate classification levels utilizing ADP and communications systems. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Directs and manages five bilateral intelligence exchanges with NATO allies and participates in eight component managed bilateral exchanges. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces and maintains facility and installation holdings of the 36,000 plus facilities identified in the USEUCOM Theater. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)

2.7.22.2. Air Order of Battle Section:

- Produces and maintains national and Theater air Order-of-Battle (OB) holdings for 89 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces dynamic OB products to support operational forces deployed to crisis related CTF/JTFs. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Responds to all RFI's from the Theater consumers on all issues relating to personnel and equipment holdings, installations, and facilities not covered in regular production. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Disseminates air OB information to national and Theater consumers at the appropriate classification levels utilizing all available ADP and communications systems. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces and maintains air installation and facility holdings identified in the USEUCOM Theater. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)

2.7.22.3. ELINT/OB DMOB Section:

- Produces and maintains national and Theater electronic and defensive missile OB holdings for 89 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Produces and maintains electronic OB holdings for 17 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Produces dynamic OB products to support operational forces deployed to crisis related CTF/JTFs. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Directs and manages five bilateral intelligence exchanges with NATO allies and participation's in nine component managed bilateral exchanges. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Responds to all RFI's from the Theater consumers on all issues relating to personnel and equipment holdings, installations, and facilities not covered in regular production. (DIA/DI-IM2; DoD 0000-151F-95 through 151F6-95)
- Disseminates EOB/DMOB information to national and Theater consumers at the appropriate classification levels utilizing all available ADP and communications systems. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Produces and maintains EOB/DMOB and facility holdings identified in the USEUCOM Theater. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Provides ELINT I&W and near-real time OPELINT support to U.S. and NATO naval forces in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Support Analysis Division mission for tracking all shipping activity within the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)

2.7.22.4. Ground OB Section:

- Produces and maintains national and Theater electronic and defensive missile OB holdings for 89 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces dynamic OB products to support operational forces deployed to crisis related CTF/JTFs. (DIA/DI-IM2; DoD 0000-151F-95 through 0000-151F6-95)
- Responds to all RFI's from the Theater consumers on all issues relating to personnel and equipment holdings, installations, and facilities not covered in regular production. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Disseminates EOB/DMOB information to national and Theater consumers at the appropriate classification levels utilizing ADP and communications systems. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces and maintains ground installation and facility holdings identified in the USEUCOM Theater. (DIA/DI-IM2)

2.7.22.5. Naval OB Section:

- Produces and maintains national and Theater electronic and defensive missile OB holdings for 89 countries in the USEUCOM AOR. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces dynamic OB products to support operational forces deployed to crisis related CTF/JTFs. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Responds to all RFI's from the Theater consumers on all issues relating to personnel and equipment holdings, installations, and facilities not covered in regular production. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Disseminates naval OB information to national and Theater consumers at the appropriate classification levels utilizing all available ADP and communications systems. (DIA/DI-IM2; DoD 0000-151F-95 through DoD 0000-151F6-95)
- Produces and maintains naval installation and facility holdings identified in the USEUCOM Theater. (DIA/DI-IM2)

2.7.23. Analysis Branch:

- Manages JAC's Information and Warfare/Command & Control (IW&C2W) program. JAC OPR for information warfare planning, systems, and analysis activities. (CJCSI 3210.01)
- Performs analyses of target systems, to include comprehensive study of interrelationships of individual targets and groups of targets. Identifies critical nodes and their elements and discusses the targeting implications for CTF/JTF level planners. Produces and maintains the currency of each study. (BDA CONOPS)
- Responds to queries concerning individual installations and facilities where target system analysis has been produced by the JAC.
- Supports USEUCOM joint Theater missile defense cell during exercises and contingents with GALE operators.
- Manages target list annexes for USEUCOM OPLANS and CONPLANS. Coordinates semi-annual CONOPS review.
- Performs battle damage assessment (BDA) in support of CTF/JTF functions. Coordinates with all ECHELONS responsible for BDA reporting to ensure accuracy and timeliness. (DIA BDAWG, CHARTER; BDA CONOPS)
- Conducts and participates in BDA exercises to ensure readiness and proficiency. Member of the BDAWG. (DIA BDAWG, CHARTER; BDA CONOPS)
- Performs precise menstruation of geographic coordinates as applicable in support of Theater and CTF/JTF requirements. (OA DIA-USEUCOM)
- Responds to queries concerning individual installations and facilities.

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

2.7.24. Analysis Branch:

- Produces and maintains target DOSSIERS in support of various exercises and contingencies. Participates in Theater target review board.
- Develops no-strike lists for selected areas of CTF/JTF responsibility.
- Performs nuclear weapons tasks as directed by SHAPE/SHPSN & USEUCOM.
- Performs BDA in support of CTF/JTF functions. Coordinates with all ECHELONS responsible for BDA reporting to ensure accuracy and timeliness. (DIA BDAWG, CHARTER; BDA CONOPS)
- Participates in BDA exercise to ensure readiness and proficiency. Member and participant in the BDA Working Group. (DIA BDAWG CHARTER; BDA CONOPS)
- Plans, develops, and implements targeting initiatives supporting USCINCEUR and NATO forces. (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Provides weapons analysis in support of SHAPE and USEUCOM operational order plan development. (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Supports USEUCOM joint Theater Missile Defense Cell during exercises and contingencies with GALE operations.

2.7.25. Plans and Support Branch:

- Manages the design, development, procurement, and implementation of equipment and software to support the Theater production and targeting processes. (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Manages system and software application and production training for division personnel.
- Oversees coordinating all required training for division personnel.
- Manages and produces tactical target material production document, tactical target material catalogue, and tactical target material change notice semi-annually. (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Performs quality control of Theater produced TTM. (JCS PUB 0-2; DoD DIR 5105.04)
- Manages day-to-day operations for MC&G storage, procurement, distribution, and maintenance for the JAC. (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Digitizes target materials for input to the targets retrievable on-line library (TROLL). (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Inputs target material data to the IDB extension and MIDB. (JCS PUB 0-2; DoD DIR 5105.04; ACE DIR 65-4)
- Coordinates OB production missions between the JAC and service component production elements to minimize duplication. (DIA/DI-IM2; DoD 0000-151f3-97; ACE DIR 65-4)
- Reviews OB and TTM activities of reserve and allied production elements to ensure accuracy and minimum redundancy. (DIA/DI-IM2; DoD 0000-151f3-97)
- Performs logical and technical quality control reviews of all Theater databases to ensure accuracy and to prevent discrepancies between like databases maintain on more than one system. (DIA/DI-IM2; DoD 0000-151f3-97)

2.7.26. Expeditionary Warfare Branch:

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Produces current intelligence. Prepares ESPs, CSPs, expeditionary and topographic documents under the DIA SPP, as well as comparative military capability assessments and estimates. (Joint Staff Memo, 25 Apr 91)
- Disseminates intelligence information to consumers. (Joint Staff Memo, 25 Apr 91)
- Supports U.S., NATO, and other deploying forces. Prepares and provides all-source intelligence support to operating forces. (ACE DIR 65-4)

2.8. Systems and Communications Directorate:

- Oversees the Theater (US-only, releasable to NATO, and special purpose) information technology (IT) systems in support of USEUCOM intelligence production and dissemination. (Joint Staff Memo, 25 Apr 91)
- Oversees Theater intelligence IT systems to include integrating, installing, deploying, and maintaining. (Joint Staff Memo, 25 Apr 91)

2.8.1. Technical Services Division:

- Operates and maintains JAC and Theater intelligence information technology (IT) systems. (Joint Staff Memo, 25 Apr 91)
- Provide intelligence IT systems support for Theater and national level intelligence production and dissemination throughout the European Theater. (Joint Staff Memo, 25 Apr 91)

2.8.1.1. European Support Branch:

- Operate and maintain the intelligence systems to support USEUCOM/J2 and Theater missions. (Joint Staff Memo, 25 Apr 91)
- Provide system administration support for deployed activities. (Joint Staff Memo, 25 Apr 91)
- Provide hardware maintenance for USEUCOM/J2 intelligence systems. (Joint Staff Memo, 25 Apr 91)
- Operate the USEUCOM Help Desk to provide on-call systems support for USEUCOM/J2 and deployed sites. (Joint Staff Memo, 25 Apr 91)

2.8.1.2. Systems Support Branch:

- Operates and maintains the intelligence IT systems which support JAC, USEUCOM/J2, and Theater missions. (Joint Staff Memo, 25 Apr 91)
- Operates the Theater Systems Operation Center (TSOC) to provide 24x7x365 systems monitoring and user support. (Joint Staff Memo, 25 Apr 91)
- Provides hardware maintenance for JAC systems. (Joint Staff Memo, 25 Apr 91)
- Operates and maintains the JAC SCI, Secret, and unclassified Local Area Networks. (Joint Staff Memo, 25 Apr 91)
- Deploys and maintains JFAIRS and JDISS equipment to support Theater crises. (Joint Staff Memo, 25 Apr 91)
- Provides systems administration support for deployed activities. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

2.8.1.3. NATO Support Branch:

- Maintain division NATO control point for all NATO classified products derived from branch LOCE workstations. (Joint Staff Memo, 25 Apr 91)
- Oversee data management oversight to include quality assurance and liaison between producers and consumers to include: determining imagery server system and software requirements; managing LOCE broadcast and LOCE bulletin board, imagery, and database servers; coordinating server maintenance, and archiving procedures with producers. (Joint Staff Memo, 25 Apr 91)
- Ensure database procedures are in place to populate the databases in timely manner. (Joint Staff Memo, 25 Apr 91)
- Oversee testing and evaluating new software, hardware, procedures, etc. from the perspective of the end user needs. Plans, directs and undertakes government acceptance testing of new or potential system applications. (Joint Staff Memo, 25 Apr 91)
- Oversee providing 24-hour problem solving help-line. Provides classroom ad hoc and TDY mobile training as required. Submit trouble reports for problems that are not user based. Provide feedback to user on trouble reports submitted. (Joint Staff Memo, 25 Apr 91)
- Plan, coordinate, and chair semi-annual LOCE User's Group (LUG) conferences and reports LUG recommendations for improvement to LOCE system manager (ECJ2-P). (Joint Staff Memo, 25 Apr 91)
- Plan and coordinate LOCE database management work group conferences. (Joint Staff Memo, 25 Apr 91)
- Oversee scheduling and conducting surge training in support of contractor-provided training. (Joint Staff Memo, 25 Apr 91)
- Oversee management, development, and coordination of remote LOCE web servers, LOCE home page and all LOCE browser utilities. (Joint Staff Memo, 25 Apr 91)
- Oversee assessment, initial management and coordination of LOCE Change Proposals (LCP) and represent users at Configuration Control Boards (CCB) and System Management Board (SMB) conferences. (Joint Staff Memo, 25 Apr 91)
- Oversee definition of detailed Theater requirements on behalf of ECJ2 for future system changes. (Joint Staff Memo, 25 Apr 91)

2.8.2. Requirements and Integration Division:

- Plan and integrate JAC and Theater intelligence information technology systems. (Joint Staff Memo, 25 Apr 91)
- Integrate systems required to support JAC and Theater missions into the existing hardware and software baselines. (Joint Staff Memo, 25 Apr 91)
- Develop and execute the JAC intelligence information technology budget. (Joint Staff Memo, 25 Apr 91)
- Develops implementation plans to fulfill long-range Theater intelligence information technology plans. (Joint Staff Memo, 25 Apr 91)
- Develops and implements JAC intelligence information technology objectives. (Joint Staff Memo, 25 Apr 91)

Appendix T
Intelligence Directorate (ECJ2)
Organization and Functions

- Procures intelligence information technology equipment, software, and services to implement JAC and Theater intelligence information technology plan. (Joint Staff Memo, 25 Apr 91)
- Analyzes JAC and Theater intelligence and intelligence information technology requirements to document the requirements and estimated costs. Assesses projects on the basis of cost, schedule, and performance. (Joint Staff Memo, 25 Apr 91)

2.8.2.1. Configuration Management Branch:

- Implements configuration management for JAC and Theater intelligence IT systems. (Joint Staff Memo, 25 Apr 91)
- Manages JAC and Theater intelligence IT software and system documentation libraries. (Joint Staff Memo, 25 Apr 91)
- Controls the installation of software on JAC and Theater intelligence IT systems. (Joint Staff Memo, 25 Apr 91)
- Tests and distributes intelligence IT software baseline changes to the JAC and Theater. (Joint Staff Memo, 25 Apr 91)

2.8.2.2. Integration Branch:

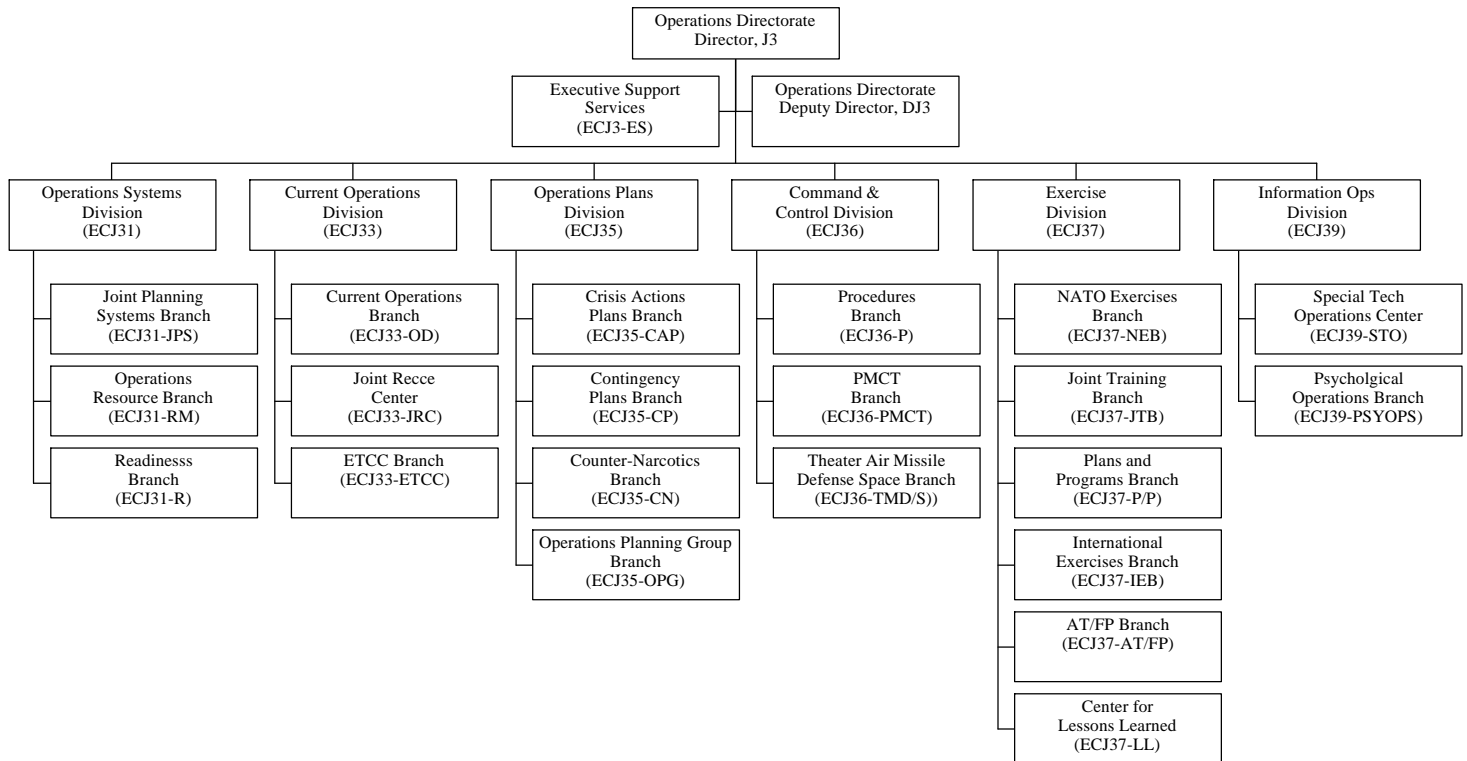
- Integrates intelligence IT systems required to support JAC and Theater missions into the existing hardware and software baselines. (Joint Staff Memo, 25 Apr 91)
- Provides advanced technical expertise to supplement the Technical Services Division. (Joint Staff Memo, 25 Apr 91)

Appendix U

Operations Directorate (ECJ3)

Organization and Functions

Operations Directorate (ECJ3).



1. Mission: ECJ3 directs development and execution of operations in support of U.S. interests and regional alliances in the EUCOM AOR/AOI; ensures joint and combined warfighting capability through operational directives, plans, orders, joint training, and exercises; and is the principle conduit of operations information and requirements between National Command Authorities, Joint Staff, NATO, USCINCEUR and subordinate commands.

2. Major Functions:

2.1. Office of the Director (ECJ3):

- U1.1. Directs activities of U.S. European Command Operations Directorate.
- Responsible to USCINCEUR for peacetime operations and preparations for war for U.S. military forces throughout the USEUCOM AOR.
- Directs deployment of U.S. forces and conducts planning/execution of current operations in response to USCINCEUR, JCS, and National Command Authority taskings.
- Responsible for nuclear planning and execution procedures, inspections, and operations.
- Directs activities of the 24-hour European Theater Command Center (ETCC) and Emergency Actions Watch (EAW) providing USCINCEUR command and control over conventional and nuclear operations.
- Directs theater Peacetime Aerial Reconnaissance Program.
- Coordinates U.S. military portion of theater Counter-Narcotics Program.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Plans, executes, and monitors theater joint training and JCS, Joint Task Force, NATO, and Partnership for Peace exercises.
- Provides operational direction and focus in USEUCOM to GCCS, JOPES, GSORTS, and other ADP-based C2 and planning systems.
- Conducts daily coordination between JCS, component commands, NATO and the HQ USEUCOM staff.
- Provides theater operational support airlift coordination and liaison for HQ USEUCOM.

2.1.1. Support Services (ECJ3):

- Provides administrative support to all divisions within the Operations Directorate.
- Manages the processing of enlisted and officer efficiency reports, awards and decorations and requests for leave.
- Receives, processes and coordinates the receipt and transmission of all official correspondence and messages, both written and electronic, for the directorate.
- Distributes and monitors the status of all internal and external taskings/projects received or sent by the directorate.
- Provides manual distribution pick-up and delivery between EUCOM elements.
- Provides classified documents control custodian. Controls the building access roster. Coordinates security clearances with USEUCOM SSO. Manages information security program for ECJ3. Controls and accounts for all classified material destined for registered mail or courier.
- Provides ECJ3 Publications Control.

2.2. Exercise Division (ECJ37):

- Responsible for managing the USEUCOM JCS Exercise and Joint Training Program to include the USEUCOM six-year Joint Exercise Program and schedule.
- Develops, coordinates, and monitors U.S. military forces' participation in CJCS, DSWA, NATO, and bilateral exercises conducted in the USCINCEUR area of responsibility (AOR).
- Develops programs that collect, document, and correct deficiencies found in JCS exercises and Joint Training exercises.
- Coordinates exercises to support emerging training requirements and to enhance U.S. presence in developing countries.
- Develops and coordinates U.S. participation in out-of-area exercises with adjacent CINCs.
- Manages the theater JCS Exercise Airlift/Sealift budget. Manages JCS Exercise and Joint Training budgets for HQ USEUCOM.
- Manages USEUCOM Joint Task Force Readiness Center.
- Administers and advises Joint After Action and Joint Universal Lessons Learned Programs.
- Provides downgrading and declassification guidance supporting the release of classified information on operational plans and programs, exercises, and JTF operations.
- Manages U.S. participation in the NATO School (SHAPE).

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Assigns annual quotas, monitors attendance, and validates funding for U.S. military, U.S. government civil service employees, and DoD special reporting personnel attending NATO training programs.
- Augments HQ USEUCOM Inspector General teams for component and unit inspections. This task also includes the coordination of Operations Directorate augmentation for ECIG inspection teams and interim staff assistance visits. Augments the USEUCOM Crisis Action Team.
- Administers and oversees Directorate Anti-Terrorism and Force Protection Programs. Manages the USEUCOM Joint Task Force Training Program.

2.2.1. NATO Exercises Branch (ECJ37):

- Coordinates theater participation in CJCS exercise program in NATO.
- Coordinates U.S. participation in NATO Partnership for Peace (PfP) exercises.
- Coordinates U.S. participation in U.S. "In The Spirit Of" (ISO) Partnership for Peace exercises.
- Plans, schedules, coordinates, analyzes, and reviews all JCS-directed/coordinated FTX/CPX involving NATO and PfP countries in the USEUCOM AOR.
- Integrates NATO/PfP exercise programs with the USEUCOM Theater Security Planning System.
- Analyzes, coordinates, and develops theater-wide Computer Assisted Exercise (CAX) requirements with NATO and PfP countries.
- Identifies, coordinates, and schedules airlift and sealift support USEUCOM-scheduled JCS exercises with NATO and PfP countries.
- Develops HQ USEUCOM input to the NATO Exercise Program.
- Validates exercise TPFDDs for USEUCOM participation in NATO and PfP exercises.
- Evaluates effectiveness of training conducted in NATO and PfP exercises under the Joint Training Plan.
- Augments the USEUCOM Crisis Action Team.

2.2.2. Joint Training Branch (ECJ37):

- Conducts Joint Task Force (JTF) staff training for HQ USEUCOM, Battle Staff/JTF operations and component commands.
- Develops and publishes USEUCOM JMETL. Maintains JTF doctrine and procedures manuals.
- Captures and codifies Joint Task Force exercise experience to improve future operations (lessons learned).
- Serves as HQ USEUCOM OPR for ECJ3-directed ED 55-29.
- Serves as HQ USEUCOM OPR for ECJ3-directed ED 55-11 and manages HQ USEUCOM core plug for ED 55-11 contingencies.
- Analyzes, coordinates, and develops theater-wide Computer Assisted Exercise (CAX) requirements.
- Serves as HQ USEUCOM OPR for issues pertaining to USAFE/USAREUR Warrior Preparation Center (WPC).

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Manages USEUCOM Joint Task Force Readiness Center.
- Serves as HQ USEUCOM interface with the Joint Warfighting Center on training and exercise matters.
- Validates exercise TPFDDs for JTF exercises.
- Augments the USEUCOM Crisis Action Team.
- Develops, coordinates and publishes the CINCEUR's Annual Training Guidance and Annual Joint Training Plan.
- Manages USEUCOM Joint/Combined Task Force Training and Exercise Program.
- Manages the JTF Training & Conference Facility at Kelly Barracks, Stuttgart.

2.2.3. Plans and Programs Branch (ECJ37):

- Manages USEUCOM Six-Year Exercise Program and Joint Training Master Schedule.
- Administers USEUCOM exercise airlift/sealift funds.
- Develops USEUCOM input to the JCS Five-Year Exercise Program/Schedule.
- Administers Exercise Division TDY and training budget.
- Manages USEUCOM Title 10 funding.
- Serves as POC for Engineering Related Construction.
- Serves as POC for division automated data processing functions.
- Serves as Division Security Manager.
- Serves as USEUCOM NATO Schools Manager for HQ USEUCOM and components.
- Executes J-3 administrative functions within J-37 (Exercise Division).

2.2.4. International Exercises Branch (ECJ37):

- Coordinates non-NATO participation in CJCS theater exercise program.
- Coordinates U.S. participation in bilateral exercises in the USEUCOM area of operations
- Plans, schedules, coordinates, analyzes and reviews all JCS-directed/coordinated non-NATO and bilateral FTX/CPX in the USEUCOM AOR.
- Analyzes, coordinates, and develops theater-wide computer assisted exercise (CAX) requirements for non-NATO and bilateral exercises.
- Plans, schedules, coordinates, and reviews all JCS-directed, non-NATO and bilateral exercises in the USEUCOM AOR.
- Identifies, coordinates, and schedules airlift and sealift unit movements for non-NATO and bilateral USEUCOM-scheduled JCS exercises.
- Develops HQ USEUCOM input to the JCS Exercise Program for non-NATO and bilateral exercises.
- Validates exercise TPFDDs for USEUCOM for non-NATO and bilateral exercises.
- Evaluates effectiveness of training conducted in non-NATO and bilateral exercises under the Joint Training Plan.
- Manages and coordinates JCET program in Africa, NATO, and PfP countries.
- Coordinates Organization of African Unity CMX exercises for DCINCEUR.
- Tracks African Crisis Response Initiative training and assessment.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Manages bilateral exercises: U.S.-France, U.S.-Spain, U.S.-Israel, U.S.-Tunisia, and U.S.-Morocco.
- Manages JCS special operations exercises in EUCOM AOR.
- Augments the USEUCOM Crisis Action Team.
- Co-chairs the Standing Combined Exercise Committee.
- Coordinates JCS Title 10 DCCEP funding program.

2.2.5. Anti-Terrorism/Force Protection Branch (ECJ37):

- EUCOM POC for joint AT/FP training requirements and ECJ3 AT/FP subject matter expert for AT/FP.
- Conducts Joint Task Force (JTF) AT/FP training assessments for HQ USEUCOM and component commands.
- Captures and codifies operations and exercise issues to improve future operations (lessons learned).
- Coordinates ECJ3 requirements for AT/FP training of HQ USEUCOM Crisis Action Team and core plug.
- Serves as primary exercise planner for AT/FP focused events to include developing AT/FP JMETLs.

2.2.6. Center for Lessons Learned (ECJ37):

- Manages USEUCOM Center for Joint Universal Lessons Learned System (JULLS).
- Serves as USEUCOM Joint Exercise Management Package (JEMP) Configuration Manager.
- Gathers and validates input to the Joint Universal Lessons Learned System (JULLS).
- Provides after-action reports following operations and exercises IAW Joint After-Action Reporting System (JAARS).
- Manages USEUCOM Remedial Action Program (URAP).
- Deploys with USEUCOM core JTF plug.
- Serves as ECJ3 POC for Command history.
- Manages ECJ37 portion of USEUCOM World Wide Web Home Page.
- Serves as EUCOM representative to Joint Staff Remedial Action Program (RAP).
- Manages initiatives to document and report deficiencies found in exercises and contingencies.
- Serves as EUCOM POC for external requests for JAARS/JULLS products.

2.3. Operations Division (ECJ33):

- Manages all theater day-to-day operational activities throughout the European Theater Command Center (ETCC) Branch, and the Current Operations Branch.
- Provides theater-level U.S. command and control of ongoing unilateral operations, including force employment/deployments, significant exercises, and out-of-area supporting operations.
- Monitors NATO and other multi-national force movements and significant threat-related events. Supervises training, activation, and operation of the HQ USEUCOM Crisis Action Team (CAT).

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Staff proponent of SM 55-1.
- Directs and executes crisis/contingency and time sensitive crisis response operations, including humanitarian relief, noncombatant evacuations, airlift/logistics support, and show of force within the USEUCOM area of operations.
- Provides all meteorological and oceanographic (METOC) support for all deployed units, contingencies, and Joint Task Forces in the EUCOM Theater.
- Serves as staff proponent for search and rescue (SAR). Monitors and provides operational input to the CINC's Integrated Priority List (IPL).
- Mans, manages, and focuses the operational activities of the European Theater Command Center (ETCC).
- Augments the USEUCOM Crisis Action Team.
- Provides watch standers for CAT positions, as identified in SM 55-1, during crisis (seven officers/one NCO).
- Exercises active command coordination, supervision, and positive control of Sensitive Reconnaissance Operations (SRO) to ensure military threat and political sensitivity are eliminated to the fullest extent possible.
- Augments and coordinates HQ EUCOM IG inspections and staff assistance visits for components and units.
- Exercises command supervision over reconnaissance programs and operations upon implementation of war plans or contingency.

2.3.1. Current Operations Branch (ECJ33):

- Responsible for executing and directing crisis/contingency operations throughout the USEUCOM AOR.
- Responsible for planning, executing, and monitoring all on-going operations. Provides direction for conduct of current operations by theater forces.
- Responsible for tasking and monitoring all deployments of U.S. forces (unit level and above) in/through the USEUCOM AOR.
- Serves as primary OPR for implementing theater-wide 'freedom of navigation' operations in politically sensitive areas.
- Serves as Primary OPR for researching and analyzing information and providing HQ's response to allegations of airspace violations by U.S. aircraft.
- Prepares and presents current operations briefings, pertinent to the USEUCOM AOR, as directed by USCINCEUR.
- Reviews and approves Public Affairs programs and policy statements; tasks components to provide operational support.

2.3.2. Joint Reconnaissance Center (ECJ33):

- Supervises non-wartime sensitive reconnaissance operations (SRO) programs.
- Receives and responds to reconnaissance requirements from CINCEUR, ECJ3, ECJ2 and CTF/JTFs; determines the technical and operational feasibility; schedules the appropriate aircraft to fulfill requirement.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Originates, develops, coordinates, and submits the consolidated USEUCOM reconnaissance schedule to the Joint Staff for National Command Authority approval.
- Coordinates reconnaissance activities with other U.S. and Allied commands. Schedules/approves/deconflicts reconnaissance missions originating from their bases.
- Develops, coordinates, and publishes the monthly reconnaissance schedule for USEUCOM and Allied missions operating in the USEUCOM AOR. Publishes changes resulting from changes to planned operations.
- Develops, publishes, and maintains the current Reconnaissance Track Library, which includes USEUCOM and Allied tracks.
- Develops and publishes command operating procedures for peacetime application of reconnaissance programs.
- Conducts scheduling conferences with component commands, allies, and supporting agencies.
- Recommends revisions of SRO programs policy/procedures and changes to automatic data processing support programs to Joint Staff.
- Submits monthly memorandum for DCINCEUR on SRO program operations.
- Conducts and reports nuclear and conventional reconnaissance planning in support of the single integrated operational plan and USCINCEUR contingency plans.
- Conducts reconnaissance planning, coordination, and management of reconnaissance forces in support of Joint Staff directed exercises and U.S. unilateral or combined operations.
- Develops procedures for safeguard of reconnaissance aircraft engaged in SRO programs.
- Advises USCINCEUR and Joint Staff of any potential increase in military or political sensitivity.
- Reports unusual or hostile reaction to reconnaissance missions or violations of established restrictions.
- Maintains automated schedule for USEUCOM and components through the Global Reconnaissance Information System.
- Reviews threat reactions, in coordination with ECJ2, to reconnaissance missions and assess target country capabilities to engage the aircraft.
- Implements and coordinates liaison with NRO for reconnaissance USCINCEUR.
- Coordinates with NATO on deconfliction of nuclear sorties.
- Monitors and rewrites reconnaissance annexes to OPLANs.
- Operates the USEUCOM Joint Reconnaissance Center designed to maintain supervision of reconnaissance operations.
- Provides support to the Battle Staff for employment of theater-retained reconnaissance aircraft.
- Monitors ability of assigned reconnaissance forces to satisfy requirements.
- Deploys theater reconnaissance aircraft to meet tasking requirements and for survivability.
- Executes NUWEP reconnaissance operations against non-preplanned NUWEP targets.
- Provides reconnaissance support to SACEUR General Defense Plan/Nuclear Operations.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Reviews reconnaissance requirements and provides input to USCINCEUR on Program Objective Memorandum/Planning Programming and Budgeting System/Defense Resources Board issues.
- Coordinates with unified CINCs the allocation of reconnaissance resources during wartime.
- Monitors system integration and requirements for new reconnaissance/surveillance systems.

2.3.3 European Command Center (ECJ33):

- Coordinates U.S. military force operations with JCS, USEUCOM component commands, NATO, other unified/specified commands, and the HQ USEUCOM staff.
- Provides primary capacity for focusing exercises, HQ USEUCOM's capability in current operations, crisis management, and the intelligence, logistics, communications, and data support required for these operations.
- Forms the base for building crisis response organizations.
- Monitors situations and disseminates appropriate information to the Command Group and Director of Operations on events throughout Europe, Africa, the Middle East, and/or other geographic areas that may impact events within USEUCOM's area of responsibility (AOR).
- Responsible for supervising training, activation, and operation of the HQ USEUCOM Crisis Action Team (CAT). Staff proponent of SM 55-1.
- Responsible for management and training of J33 watch-stander augmentation, both active and reserve components, when provided.
- Maintains the SCIF certification for the ETCC facility, Bldg. 2303.

2.4. Operations Plans Division (ECJ35):

- Coordinates activities of the HQ USEUCOM staff and component commands in the formulation of Crisis Action Plans and specified Contingency Plans, including preparation of WARNORDs, ALTORDs, Planning Directives, PLNORDs, CDR's ESTs, EXORDs and OPORDs.
- Coordinates all activities in the European Command area of responsibility that involve near-term planning.
- Develops, promulgates and executes PSYOP plans for the theater.
- Serves as ECJ3 representative on air combat and air combat force structure issues with NATO.
- Plans for and coordinates the passing of OPCON of U.S. forces and resources to SACEUR for conduct of missions.
- Plans for and coordinates operations with allied forces in crisis situations.
- Conducts planning and coordination of Bilateral Combined Planning Committee (CPC) with Israel.
- Conducts planning, coordination and execution of counter-narcotic operations within USCINCEUR AOR.
- Serves as focal point for special category (SPECAT) programs.
- Plans, prepares, and executes special technical operations in support of USCINCEUR operations. Plans, coordinates, and serves as the USEUCOM point of contact for Information Operations.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Provides an operations plans officer to the USEUCOM core plug. Administers HQ USEUCOM OPSEC program.
- Conducts OPSEC assistance visits to subordinate commands.
- Provides OPSEC guidance during contingency operations and crisis.
- Augments the USEUCOM Crisis Action Team.

2.4.1. Crisis Action Plans Branch (ECJ35):

- Performs crisis planning including, but not limited to, JOPES crisis action procedures, code-word contingency plans, humanitarian relief, peacetime rules of engagement, NEO execution, and counter-terrorism.
- Serves as OPR for theater electronic warfare (EW) and tactical deception for U.S. Joint and combined issues and training.
- Coordinates/plans search and rescue plans and operations.
- Manages JCS Elastic Door and Polo Step Focal Point communications systems.
- Develops, coordinates, publishes policies and procedures for all crisis planning/execution matters.
- Serves as OPR for JOPES Vol. IV, Crisis Action System.
- Organizes and leads USEUCOM Command Planning Group (OPG) at on-set of crisis.
- Promulgates rules of engagement of U.S. forces.
- Serves as OPR for doctrinal and procedural matters pertaining to tactical air support to maritime operations.
- Monitors and maintains the high priority list of potential NEO problem countries. Plans, organizes and runs NEO Working Group.
- Recommends allocation of forces for crisis execution ICW JOPES.
- Provides Israeli/U.S. Combined Coordination Center (CCC) coordinator.
- Serves as TCI Manager.

2.4.2. Special Technical Operations (ECJ35):

- Develops USEUCOM operational plans to fully support national goals in keeping with special technical operation program guidance.
- Develops concept of operations and requirements for special access programs that will enhance warfighting capabilities.
- Prepares options to integrate compartmented and special access programs into theater plans (campaign, reinforcement, contingency).
- Plans and coordinates for the use and integration of compartmented and special access programs during special operations.
- Provides connectivity with JS, CINCs and components over point-to-point and highly secure means of command and control of U.S. and allied forces.
- Maintains connectivity with JS, CINCs and components to provide real-time operational information, and monitor and report current threat.
- Provides options that utilize compartmented and special access programs to enhance force protection.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Develops plans to enhance employment of personnel and equipment in joint and combined operational environment.
- Allocates special access program resources for planning and operational missions. Conducts theater scenario exercises with command elements utilizing strategic and theater special access program capabilities.
- Develops options that utilize compartmented and special access programs to enhance conduct of current operations and crisis/contingency requirements including civil affairs, NEO, counter-narcotics, and anti-terrorism operations.
- Works with and provides staff assistance to component commands' special access program planners/officers. Coordinates with JS for theater/component special access program capabilities and plans to use in-theater operations. Provides coordination among USEUCOM special technical operations staff officers to ensure full integration of compartmented and special access programs in OPLANs/CONPLANs.
- Leads USEUCOM information operations planning and staff functions.
- Provides USEUCOM component security administration and handling assistance with compartmented and special access program material.

2.4.3. Contingency Plans Branch (ECJ35):

- Performs all near to mid-term contingency planning including, but not limited to, peacetime rules of engagement, amphibious operations, NATO plans and transfer of forces to SACEUR.
- Prepares, reviews, and updates OPLANs/CONPLANs for which ECJ3 is OPR.
- Develops, coordinates, publishes policies and procedures for all Contingency Planning/Execution matters including NATO matters.
- Serves as OPR for HQ USEUCOM contingency operations.
- Recommends allocation of contingency forces ICW JOPES.
- Ensures forces are prepared and in position to support USCINCEUR and NATO missions.

2.4.4. Counter Narcotics Branch (ECJ35):

- Develops current intelligence reports on international drug trafficking operations in the European Theater affecting the United States.
- Produces intelligence estimates and planning documents for counterdrug and other compartmented operations.
- Serves as subject matter expert to HQ USEUCOM, components and U.S. federal agencies on European drug trafficking operations.
- Represents HQ USEUCOM and components at seminars and conferences.
- Provides planning and operational support to Drug Enforcement Agency (DEA) .

2.4.5. Psychological Operations Branch (ECJ35):

- Develops, promulgates and executes psychological operations plans for theater.
- Plans, supports, and conducts, in peacetime and hostilities short of declared war, overt psychological operations (PSYOP) in support of regional objectives.
- Coordinates PSYOP intelligence requirements.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Prepares PSYOP campaign and operations plans, and conducts theater PSYOP to support the execution of operations on a theater-wide basis during declared war.
- Fosters cooperative PSYOP policies among allied military forces and regional security organizations.
- Acts as coordinating and gaining approval for USCINCEUR Overt Peacetime PSYOP Program (OP3).
- Plans, coordinates, expedites and evaluates PSYOP support for and participation in USCINCEUR operations and OOTW - to include developing PSYOP appendixes for OPLANs, CONPLANs and OPORDs.
- Serves as focal point for provision of PSYOP assessments and analyses of political-military concerns ISO USCINCEUR.
- Serves as focal point for coordination of PSYOP-related intelligence support requirements within USCINCEUR AOR.
- Maintain liaison with and provides PSYOP guidance and assistance to component commands and JTF PSYOP staff elements.
- Coordinates and monitors development of PSYOP supporting plans by USSOCOM for pertinent USCINCEUR OPLANs, CONPLANs, OPORDs and other plans.
- Reviews and recommends revisions to the apportionment of forces, Annex D (PSYOP), Joint Capabilities Plan.
- Provides staff coordination and maintains liaison with in-theater U.S.G. agencies, NATO commands, and allied PSYOP- related agencies/organizations on PSYOP-related matters.
- Represents USCINCEUR and participates in world-wide, ACE/NATO, and USAREUR PSYOP meetings, conferences and briefings relating to PSYOP plans, policies and activities.
- Promotes revitalization of military PSYOP and monitors/coordinates implementation of the DoD PSYOP Master Plan.

2.5. Command and Control Division (ECJ36):

- Provides shared early warning (SEW) to Israel, NATO and other countries in the USEUCOM AOR as directed by NCA/JCS.
- Provides theater ballistic missile (TBM) warning information to U.S. and appropriate allied forces.
- Augments and coordinates HQ EUCOM IG inspections and staff assistance visits for components and units.
- Develops command and control requirements for support of present and future nuclear operations.
- Provides coordination, liaison, answers to inquiries and reports to the OSD nuclear support staff.
- Augments USEUCOM Crisis Action Team.
- Trains and deploys personnel to help operate the USEUCOM Liaison Cell (ULC) at SHAPE in Mons, Belgium.
- Provides day to day command and control for theater nuclear forces via the Emergency Actions Cell.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Participate in on-going JCS and NATO Nuclear Command and Control (NC2) exercise programs.
- Develops and conducts the USEUCOM on-going NC2 Exercise Program.
- Provides theater operational support airlift coordination and liaison for HQ USEUCOM.

2.5.1. Procedures Branch (ECJ36).

- Conducts two high-level nuclear execution exercises each year.
- Advises CINCEUR/DCINCEUR on theater nuclear options.
- Participates in review committees for USCINCEUR evaluation of NATO's dual capable aircraft and non-strategic nuclear strategy, planning, and force requirements.
- Provides qualified non-strategic nuclear force advisors to supervise theater headquarters nuclear operations at HQ USEUCOM, USEUCOM Liaison Cell (ULC) at SHAPE and the ABNCP when deployed.
- Defines procedures for passing theater ballistic missile (TBM) warning information to U.S. forces and appropriate allies, to include the Shared Early Warning (SEW) Program.
- Conducts annual nuclear operations staff assistance visits (SAVs) on USEUCOM component commands and headquarters.
- Defines the composition and responsibilities of the Nuclear Battle Staff (NBS) to coordinate theater nuclear operations.
- Maintains USCINCEUR Emergency Action Procedures (EAPs) Volume I ("Procedures"), Volume II ("Alert Measures"), and Volume VI (Missile Warning).
- Responsible for the USEUCOM annual review and comment on JCS and SHAPE nuclear command and control procedures.
- Provides U.S. representative and team at SHAPE for NATO nuclear operations and exercises.
- Manages Top Secret documents and accounting within ECJ3 for USEUCOM operations.
- Represents USEUCOM at JCS emergency action conferences and NATO nuclear procedure conferences.

2.5.2. C2 Systems/ABNCP Branch (ECJ36):

- Establishes and maintains an enduring and robust non-strategic nuclear forces command and control architecture with MILSTAR, SCTS-E and UHF, TACSAT, RN, FAN-E, IEMATS, DIRECT, and the NATO system-SCARS systems.
- Coordinates theater participation in all Joint Fig Leaf exercise programs with NATO on a quarterly basis
- Serves as POC for the Airborne Command Post Mobile Command Center
- Serves as Primary OPR for USCINCEUR OPLAN 4339-FY
- Manages requirements to provide NSNF C2 connectivity with the Joint Staff, CINCEUR and component commands
- Maintains USCINCEUR Emergency Action Procedures (EAPS) Volume VII
- Provides U.S. representatives to SHAPE for NATO C2 conferences
- Represents USEUCOM at Joint Staff NSNF C2 conferences.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

2.5.3. PMCT Branch (ECJ36):

- Serves as controlling authority for USCINCEUR permissive action link (PAL) and Sealed Authentication System (SAS).
- Ensures 100 percent PAL readiness and availability of all nuclear weapons in the European theater. This includes biennial record of theater nuclear weapons, emplacement of SAS/PAL materials to support nuclear release, reviews and updates of Emergency Action Procedures (EAP) Vol. IV, and ensures subordinate unit compliance with all directives and regulations.
- Maintains the HQ USEUCOM Personnel Reliability Program.

2.5.4. TMD Space Branch (ECJ36):

- Establishes theater guidance and objectives for theater missile defense (TMD) forces and resources.
- Ensures TMD plans and operations of subordinate forces are integrated at the theater level and documented in the appropriate operations plans and annexes.
- Develops and equips a rapidly deployable, initial entry capable, interactive/interoperable, centralized operations and intelligence fusion cell to coordinate and execute TMD. This includes the architecture, communications/automation equipment, training cadre, and exercises to demonstrate passive defense, active defense, and attack operations coordination in the USEUCOM operational theater environment.

2.5.5. Emergency Action and Missile Warning Branch (ECJ36):

- Accomplishes USCINCEUR command and control functions to include emergency actions and coordination between national and theater decision makers and theater forces, duress, and incident reporting, and monitoring of off-station movement for essential general/flag officers assigned to HQ USEUCOM. Provides command and control to the Nuclear Battle Staff to conduct theater nuclear operations.
- Conducts monthly USEUCOM emergency action scenarios with components. Accomplishes Shared Early Warning exercises with NATO and allies. Monitors command and control and missile warning systems to ensure connectivity.
- Receives theater and strategic ballistic missile warning information and accomplishes Shared Early Warning to U.S. forces and allies
- Monitors and passes critical information concerning intermediate range nuclear (INF), conventional forces Europe (CFE), and confidence and support building measures (CSBM) inspections in the USEUCOM AOR in support of the Vienna Document 90, the Chemical Weapons Convention, and the OPEN SKIES Treaty.

2.6. Operations Systems Division (ECJ31):

- Provides operational direction and focus to HQ USEUCOM Command and Control Support Systems including the Global Command and Control System (GCCS) and the Joint Operations Planning and Execution System (JOPES).
- Monitors USEUCOM force readiness and provides this information to USCINCEUR, component commands and Congress.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Manages directorate resources including manpower, operating budget, information management systems, property account records and communications systems and facilities.
- Supervises directorate graphics support services.
- Augments the USEUCOM Crisis Action Team and Core Plug .
- Provides operations, management, and maintenance support and oversight to European Theater Command Center command, control, and communications systems.
- Augments and coordinates HQ EUCOM IG inspections and staff assistance visits for components and units.

2.6.1. Joint Planning Systems Branch (ECJ31):

- Provides USEUCOM with GCCS site coordination. Acts as ECJ3 representative to all GCCS related committees.
- Serves as the Theater GCCS Training Manager
- Coordinates all aspects of automatic data processing and communications requirements and support for the directorate.
- Provides operational requirements, development, planning, and implementation guidance and coordination for all non-nuclear, theater command and control systems.
- Responsible for the development, coordination, training management, and implementation of all GCCS application actions required of HQ USEUCOM and its components by the JCS for the implementation of the Joint Operation Planning and Execution System (JOPES).
- Ensures the accuracy and integrity of the JOPES site database, grants access permissions to real world and exercise database. Proves the functional interface between the JOPES users and JOPES technicians. Monitors systems performance and response time.
- Provides a JOPES support officer as a member of the EUCOM core plug to all joint task forces operating in the EUCOM AOR.
- Organizes, establishes, mans, and manages the JOPES Battle Staff Support Cell. Manages USCINCEUR validation of all unit, equipment, and troop movement into, out of, and within the theater using JOPES.
- Prepares the directorate's requirements for submission of the annual Information Management Plan (IMP). Reviews EUCOM IMP submission for operational support adequacy.
- Chairs Command and Control Support Systems Working Group, (C2S2WG), advisory body to the COS for all C2 policies, issues, and positions.

2.6.2. Operations Resources Branch (ECJ31):

- Manages table of distribution/allowances for active and reserve personnel.
- Provides manpower and personnel management for the directorate.
- Manages directorate budget, including forecasting, projection and development.
- Certifies directorate funds.
- Manages directorate input to Program Budget Advisory Committee, Command Operating Budget (COB) and Command Budget Estimate (CBE).
- Provides electronic graphics support to all Operations Directorate activities.

Appendix U
Operations Directorate (ECJ3)
Organization and Functions

- Advises action officers/NCOs and the ETCC on the design of visual aids and presentation methods.
- Manages the directorate property book.
- Processes, logs, and tracks outstanding supply and service requests. Maintains accountability of directorate supply funds.
- Manages the Internal Management Control Program for ECJ3.

2.6.3. Readiness Branch (ECJ31):

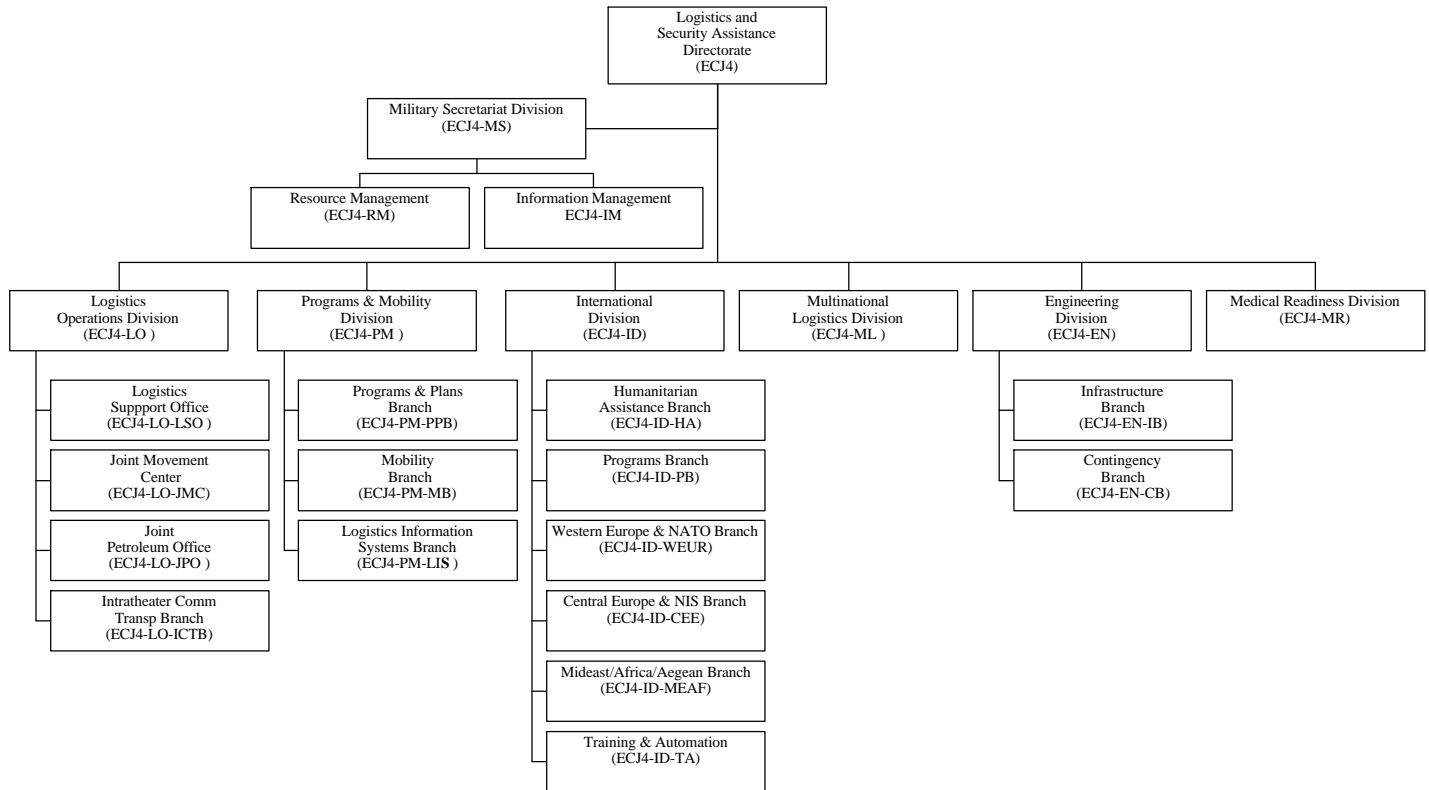
- Provides CINCEUR and component commanders assessments of the readiness of USEUCOM forces.
- Leads the development of the Chairman's Joint Monthly Readiness Review (JMRR) in USEUCOM.
- Serves as EUCOM GSORTS database manager.
- Prepares monthly readiness issues and briefings for the Component Commander's Conference.
- Prepares cyclical readiness reports for CINCEUR and the Joint Staff including the Quarterly Issues and Activities (QIA), CINCEUR's Annual Congressional Testimony, Theater Security Planning System (TSPS), and Quarterly Readiness Report to Congress (QRRC).
- Manages ECJ3 input and participation in the PPBS as a member of the USEUCOM Program Budget Issues Team (PBIT) and in the development of the Integrated Priority List (IPL).
- Prepares the ECJ3 readiness position for the Joint Requirements Oversight Council (JROC).
- Augments the USEUCOM JOPES Support Cell.

Appendix V

Logistics and Security Assistance Directorate (ECJ4)

Organization and Functions

Logistics and Security Assistance Directorate (ECJ4).



1. Mission: Responsible to USCINCEUR for developing, coordinating and implementing logistical plans and operations associated with mobility and transportation, supply and maintenance, contingency contracting, life support, host nation support, medical readiness, mortuary affairs, humanitarian assistance and support agreements. Also responsible for developing and directing theater engineering services, military construction, base planning, oversight of residual value negotiations and coordination/implementation of security assistance and defense cooperation in armaments programs.

2. Major Functions:

2.1. Military Secretariat (ECJ4-MS):

- Plans, programs, budgets and executes funds for the Directorate: Operations and Maintenance, Army (OMA), Military Construction, Defense, Overseas Humanitarian Disaster and Civic Assistance; for the Security Assistance Program: Security Assistance funding in 39 countries and OMA funding in 17 countries, and Foreign Military Financing. (ED 50-2, DFAS-IN 37-100-96, DFAS 37-1, Security Assistance Network Resource Management Modules)
- Administers the Internal Management Control (IMC) Program for the Directorate. (ED 50-8, DoD 5010.38)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Assists and participates in the Staff Inspection and Assistance Program for 39 countries. (Command Inspection Guide for Security Assistance Organizations, Aug 99; ECJ4 SOP, Sep 98)
- Coordinates Directorate responsibilities that support the Planning, Programming and Budgeting System (PPBS). (SM 56-1, DoD 7045.14)
- Coordinates military personnel actions, to include requisitions, augmentation and internal assignments supporting the Directorate's military manpower. (ED 51-1)
- Coordinates civilian personnel actions and programs, including payroll reporting, ratings, awards and position fills supporting the Directorate. (ED 30-30, AR 690-400, DA Pam 37-2)
- Coordinates internal manpower management for the Directorate. (ED 51-1)
- Processes personnel security requests, tracks personnel evaluations, serves as building coordinator and provides miscellaneous support to the Director, J4.
- Serves as information manager for the Directorate to include tracking suspenses, personnel evaluations, awards and providing inter/intra-directorate administrative support.

2.2. Logistics Operations Division (ECJ4-LO):

- Provides nucleus of Joint Logistics Operations Center during crises and contingency operations. Includes designation of Battle Captains, JLOC staff composition, procedures and systems. Serves on Crisis Action Element during exercises, contingencies and OPLAN execution. (JCS Pub 4-0, JCS Pub 4-01)
- Provides input to current operational taskings and retains close and constant liaison with ETCC and ECJ3. (JCS Pub 5-0, JCS Pub 5-00.1, JCS Pub 5-00.2)
- Monitors the logistics readiness and sustainability status of USEUCOM forces. Tracks data on service component and joint task forces. (JCS Pub 4-0, JCS Pub 5-0, JCS Pub 5-00.1)
- Uses Global Command and Control System (GCCS) and the Joint Operation Planning Execution System (JOPES) to execute or exercise approved OPLANs/CONPLANs. (JCS Pub 5-00.2)
- Develops and coordinates plans and policies for current operations regarding: Class I, Rations and Water Supply and Distribution; Class II, Individual Clothing and Equipment; Class III, Bulk and Packaged Petroleum, Oil and Lubricants; Class IV, Construction and Barrier Materials; Class V, Air and Ground Munitions; Class VI, Personal Items; Class VII, Major End Items and Equipment; Class VIII Medical Supplies and Equipment (ICW ECJ4-MR); Class IX Repair Parts. (JCS Pub 4-0, JCS Pub 4-01, ED 65-1, ED 60-2, ED 67-6)
- Develops and coordinates plans and policies for current operations regarding: Mortuary Affairs; Humanitarian Aid and Distribution (ICW ECJ4-ID-HA); Base Operating Support; Bed-down; Maintenance; and Life Support Matters. (JCS Pub 4-0, JCS Pub 4-01, ED 60-2, ED 66-1)
- Develops and coordinates the theater concept of logistics to include: designation of logistic functions and support responsibilities to service components and JTFs; request for support from supporting CINCs and logistics agencies; validation of logistics and sustainability requirements; prioritization of logistics requirements; designation of common, joint, or cross-servicing responsibilities; and transfer of functions and facilities among services. (JCS Pub 4-0)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Provides manning to Crisis Action Team-Joint Logistics Operations Center. (JCS Pub 0-2, JCS Pub 4-04, ED 63-1)
- Assesses the performance of the terminal transportation aspects of the distribution system, to identify operating irregularities and protect the integrity of inventories in-storage and in-transit. (DODD 4140.25, ED 63-1)
- Serves as single point manager of all theater petroleum issues to include crisis action/wartime/sustainment planning; coordinating distribution of petroleum products; tracking inventory to assure adequate stocks, managing wartime reserves, quality surveillance, reporting petroleum logistics data to the Joint Staff, representing USEUCOM on operational fuels issues. (DoDD 4140.25, JCS Pub 0-2, ED 63-1)

2.2.1. Logistics Support Office (ECJ4-LO-LSO):

- Provides nucleus of Joint Logistics Operations center during crises and contingency operations. Includes designation of Battle Captains, JLOC staff composition, procedures and systems. Serves on Crisis Action Element during exercises, contingencies and OPLAN execution. (JCS Pub 4-0, JCS Pub 4-01)
- Provides input to current operational taskings and retains close and constant liaison with ETCC and ECJ3. (JCS Pub 5-0, JCS Pub 5-00.1, JCS Pub 5-00.2)
- Monitors the logistics readiness and sustainability status of USEUCOM forces. Tracks data on service component and joint task forces. (JCS Pub 4-0, JCS Pub 5-0, JCS Pub 5-00.1)
- Uses Global Command and Control System (GCCS) and the Joint Operation Planning Execution System (JOPES) to execute or exercise approved OPLANs/CONPLANs. (JCS Pub 5-00.2)
- Develops and coordinates plans and policies for: Class I, Rations and Water Supply and Distribution; Class II, Individual Clothing and Equipment; Class III, Bulk and Packaged Petroleum, Oil and Lubricants; Class IV, Construction and Barrier Materials; Class V, Air and Ground Munitions; Class VI, Personal Items; Class VII, Major End Items and Equipment; Class VIII Medical Supplies and Equipment (ICW ECJ4-MR); Class IX Repair Parts. (JCS Pub 4-0, JCS Pub 4-01, ED 65-1, ED 60-2, ED 67-6)
- Develops and coordinates plans and policies for: Mortuary Affairs; Humanitarian Aid and Distribution (ICW ECJ4-ID-HA); Base Operating Support; Bed-down; Maintenance; and Life Support Matters. (JCS Pub 4-0, JCS Pub 4-01, ED 60-2, ED 66-1)
- Develops and coordinates the theater concept of logistics to include: designation of logistic functions and support responsibilities to service components and JTFs; request for support from supporting CINCs and logistics agencies; validation of logistics and sustainability requirements; prioritization of logistics requirements; designation of common, joint, or cross-servicing responsibilities; and transfer of functions and facilities among services. (JCS Pub 4-0)
- Participates in the planning and conduct of USEUCOM exercises. Provides manning to Crisis Action Team-Joint Logistics Operations Center. (JCS Pub 0-2, JCS Pub 4-04, ED 63-1)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

2.2.2. Joint Movement Center (ECJ4-LO-JMC):

- Allocates/matches apportioned assets to operational requirements/missions. (JCS PUB 4-01.3, ED 64-1, ESP 4000)
- Develops and coordinates theater movement plans and execution to support priorities established by USEUCOM during exercises or periods of crisis, to include: movement of personnel and equipment, coordinating, monitoring, and activating airports, seaports and air/sea lines of communication, coordinating movement operations including all common-user theater air, land and sea transportation, special moves, combined operation moves and host nation support. (JCS PUB 2, JCS PUB 4-01.3, ESP 4000)
- Collects essential data from theater and CONUS transportation managers and operators that are required to manage current operations and support the transportation decision-making process. (JCS PUB 4-0, JCS PUB 4-01.3, ED 64-1)
- Manages all aspects of strategic mobility deployment matters. (JCS PUB 4-01.3, JCS PUB 4-0, ED 64-1)
- Prepares USEUCOM movement programs, to implement plans and directives of higher headquarters. (JCS PUB 4-0, ESP 4000)
- Distributes/apportions common-user transport capability based on plans and resources available. (JCS PUB 4-01.1, JCS PUB 4-01.3, ESP 4000)
- Provides direction to ensure equitable, efficient and effective employment of available theater-assigned assets. (JCS PUB 4-01, JCS PUB 4-01.3, ED 64-1)
- Assesses the performance of the terminal transportation aspects of the distribution system, to identify operating irregularities and protect the integrity of inventories in-storage and in-transit. (DODD 4140.25, ED 63-1)
- Identifies transportation capabilities, requirements and limitations. (JCS PUB 4-01.3, ED 64-1)
- Analyzes performance of transportation system and identifies shortfalls. (JCS PUB 4-01.3, ED 64-1)
- Reviews TPFDDs and conducts transportation feasibility analysis. (JCS 4-01.3, JCS PUB 5-03, ED 64-1, ESP 4000)
- Assists in review of construction requirements for transportation terminal facilities and lines of communication. (JCS PUB 4-01, ESP 4000)
- Provides transportation related technical advice for administration of space available/environmental/R & R leave travel programs in USEUCOM. (JCS PUB 4-01, JCS PUB 4-01.3, ED 64-1)
- Inputs requirement for computer systems to support transportation operations. (JCS PUB 4-0, ED 64-1)
- Prepares directorate level movement summary briefing. (JCS PUB 4-0, ED 64-1)
- Prepares augmentation plans to facilitate the expansion of the JMC when required. (JCS PUB 4-01.3, ED 64-1)

2.2.3. Joint Petroleum Office (ECJ4-LO-JPO):

- Develops and coordinates plans and policies for Class III, Bulk and Packaged Petroleum, Oil, and Lubricants in the USEUCOM AOR. (JCS Pub 4-0, JCS Pub 4-03)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Plans, manages and coordinates the theater receipt, storage and distribution of petroleum products. (DoDD 4140.25 and DoDD 4140.25M, ED 63-1)
- Tracks bulk petroleum inventory levels to assure adequate stocks are available to support all applicable OPLANs. (DoDD 4140.25 and DoDD 4140.25M, ED 63-1)
- Prepares petroleum portion of USEUCOM plans. Reviews and evaluates the petroleum portions of plans prepared by components and supporting commands. (JCS Pub 4-0, DoDD 4140.25, DoDD 4140.25M, ED 63-1)
- Controls fuel war reserves for USEUCOM. Collects, maintains, assesses and disseminates data on designated USEUCOM pre-positioned POL (quantity and quality). In conjunction with DESC, selects in-theater terminals to store pre-positioned war reserve materiel stocks by type product and quantity. Grants waivers for temporary penetration of war reserves levels at in-theater terminals. Authorizes release or reallocation of pre-positioned war reserve materiel stocks in emergency or war. Reviews component command estimates of bulk fuel requirements used to establish war reserve materiel levels and recommends input to the DESC Inventory Management Plan (IMP). (DoDD 4140.25, DoDD 4140.25M, DoDD 4220.7, ED 63-1)
- Plans for and coordinates the distribution of petroleum products within the AOR giving full consideration to host nation support and ensuring the Distribution Plan (DP) is responsive to the needs of the Unified Commander and service components. (DoDD 4140.25, DoDD 4140.25M, ED 63-1)
- Validates, approves and prioritizes military construction (MILCON) and maintenance, repair and environmental (MR&E) projects at terminals storing DLA-owned product. Coordinates on the DoD long-range plan for construction, maintenance, repair and alteration of petroleum facilities developed by the DLA. Recommends to DLA projects for new construction, acquisition, conversion, modification and changes in grade of product in support of assigned forces. Defends USEUCOM POL MILCON projects for DLA funding. Member of DESC Installation Planning Review Board (IPRB). (DoDD 4140.25, DoDD 4140.25M, DLAM 4270.1, ED 63-1)
- Notifies Joint Staff by message when theater BPWRS (Bulk Petroleum War Reserve Stocks) level (DLA-owned and Military Service owned) is penetrated. Reporting includes quantity and location(s) below the inviolate BPWRS level as well as the anticipated get well date. (DoDD 4140.25, DoDD 4140.25M, ED 63-1)
- Oversees the quality surveillance program within the AOR. When fuel quality is off-specification, coordinates investigation, disposition and corrective actions. Oversees the in-theater Fuel Laboratory Correlation Testing Program. (DoDD 4140.25, DoDD 4140.25M, ED 63-1)
- Reports petroleum logistics data to the Joint Staff. (DoDD 4140.25M, CJCSI 3150.14, ED 63-1)
- Provides representation on USEUCOM operational fuels issues at Central Europe Pipeline Management Agency (CEPMA) and NATO Pipeline Committee (NPC) meetings. (SECDEF 131600Z May 82, ED 63-1)
- Provides input to U.S. Mission NATO, OSD and JCS on NATO fuel policy matters. (SECDEF 131600Z May 82, ED 63-1)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Serves as U.S. co-chairman to U.S./GE Petroleum Coordination Committee (POLCOCO) meetings. (ED 63-1)
- Convenes and chairs annual theater POL Coordinating Committee (POLCOCO) with JCS, DLA, component and base level representatives. (ED 63-1)

2.3.4. Intra-theater Commercial Transportation Branch (ICTB) (ECJ4-LO-ICTB):

- Negotiates conventions, tariffs, agreements, and tenders of service in accordance with host nation law and customs, and U.S. terms, conditions, and customs in order to effect commercial transportation, (rail, barge, truck and bus carriage) for the AOR/AOI. Publishes and distributes a list of active tenders quarterly to the shipping transportation offices. (DTR, ED 64-1)
- Provides contingency support; OTO, SST and general tenders; less DoDD Schools, AAFES and Morale Support. (DTR, ED 64-1)
- Acts as single point of contact with common carriers (truck, bus, rail and barge) and U.S. Embassies, Host Nation Defense, Transportation, Foreign Affairs and Finance Ministries to effect coordination of tariffs, conventions, agreements and documentation procedures that involves DoD traffic. (DTR, ED 64-1)
- Provides economic and traffic management analysis. Recommends cost favorable modes and modal configuration. (DTR, ED 64-1)
- Maintains the USEUCOM commercial transportation technical library. (DTR, ED 64-1)
- Coordinates and monitors joint service traffic management policies and procedures in coordination with component commands. (DTR, ED 64-1)
- Arbitrates settlement of disputes among host nation ministries, commercial carriers and U.S. forces in application of the terms and conditions of tariffs, conventions, agreements and tenders of service. Final authority for disputes rests with ICTB for transport satisfied by their negotiated tenders of service. (DTR, ED 64-1)
- Processes all claims (except for personal property) on behalf of the U.S. government against carriers for loss, damage or destruction of property during transport and/or in the possession of carriers. Additionally, process all carrier claims against the U.S. Government for loss damage and destruction of property while in the possession of the U.S. Government. (DTR, ED 64-1)
- Administers the U.S. Customs program within Central Europe (AE Form 302, Import and Export Customs Declaration) to include: monitoring the compliance, and maintenance and distribution of the U.S. customs clearance officer's roster and official U.S. customs stamps. (DTR, ED 64-1, ED 64-3)
- Develop and publish Transportation Discrepancy Reporting Procedures that define responsibilities for initiating claims against commercial carriers and identifying damages and losses caused by military carriers in the EUCOM AOR. Act as USEUCOM Area Monitoring Office (AMO) for Transportation Discrepancy Reporting (TDR) and requisite reporting to HQ MTMC. (DTR, DOD 4500.9-R, ED 64-1, ED 64-3)
- Assists in coordinating payment procedures for commercial inland line haul movement. (DTR, ED 64-1)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Provides technical assistance, limited training and guidance in coordination with service components. (DTR, ED 64-1)

2.4. Programs and Mobility Division (ECJ4-PM):

- Establishes an integrated transportation system to include effective use of theater military and commercial transportation assets. (JCS PUB 4-01, ED 64-1)
- Coordinates and integrates airlift operations in the AOR. (JCS PUB 4-01.1, ED 64-1)
- Plans and coordinates common-user assets and maintains in-transit visibility (ITV) over logistics movements. (JCS PUB 4-01.3, ED 64-1)
- Maintains an effective distribution network and prescribes policies and procedures relating to that network within the AOR. (JCS PUB 4-01.5, ED 64-1)
- Coordinates with Joint Staff for Joint Logistics Over-the-Shore operations in the AOR. (JCS PUB 4-01.6, ED 64-1)
- Develops policy to ensure container management is carried out in the AOR. (DoD 4500.9-R, Vol. I, JCS PUB 4-01.7, ED 64-1)
- Develops policy for system 463L pallet and net management in the AOR and provides for pallet control functions. (DoD 4500.XX-R, Vol. II, JCS PUB 4-01.7, ED 64-1)
- Develops, administers and maintains the Theater Transportation Security Program. (DoD 4500.9-R, ED 64-1).
- Prescribes policies and procedures relating to theater distribution within the AOR. (JCS PUB 4.01.5)
- Responsible for managing the ECJ4 development of mobility, sustainment and infrastructure functional areas of the Chairman's Joint Monthly Readiness Review (JMRR) in USEUCOM. (CJCSI 3100.01 Joint Strategic Planning System; SM 56-1; AFSC Pub1)
- Manages ECJ4 input and participation for the development of CINCEUR's Integrated Priority List (IPL). (CJCSI 3100.01 Joint Strategic Planning System; SM 56-1; AFSC Pub 1)
- Manages ECJ4 input to the Joint Requirements Oversight Council (JROC) specifically, the Strategic Mobility and Sustainment JWCA and JRB. (CJCSI 3100.01 Joint Strategic Planning System; SM 56-1; CJCSI 5123.01; CJCSI 3137.01A; AFSC Pub 1)
- Coordinates the review of logistics policy in doctrinal manuals. Oversees the development and review of logistics policy for the Directorate. (VOCO ECJ4)
- Develops HQ USEUCOM requirements for logistics automated systems. (SM 100-4; SM 100-6)
- Represents the Director on USEUCOM Congressional Issues Team (CIT) and manages all logistics issues related to CINC Congressional testimony and Congressional visits. (USEUCOM CoS Memorandum; SM 56-1)
- Manages all Automated Information Systems (AIS) within the Directorate. (SM 100-2; SM 100-3; DoD Dir 5500.7-R; USEUCOM LAN User Manual; SM 100-4; SM 100-6; ED 50-8; ED 25-5; SM 100-6)
- Responsible for the Total Asset Visibility (TAV) programs in USEUCOM. (VOCO ECJ4; DoD AIT CONOPS)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Chairs the USEUCOM TAV Task Force which ensures standard policy and program implementation for TAV systems and equipment throughout the AOR. (VOCO ECJ4; DoD AIT CONOPS)
- Represents the Director on the DoD Automatic Identification Technologies (AIT) Task Force. (VOCO ECJ4; DoD AIT CONOPS)
- Responsible for DoD Planning, Programming, and Budgeting System (PPBS) issues within the Directorate. (CJCSI 3100.01; Joint Pub 1-03.3; SM 56-1; CJCSI 3137.01A; CJCSI 5123.01; AFSC Pub 1)
- Determines need and coordinates establishment of requirement and frequency channel service. (DoD 4500.9-R, ED 64-1)

2.4.1. Programs and Plans Branch (ECJ4-PM-PPB)

- Responsible for DoD Planning, Programming, and Budgeting System (PPBS) issues within the Directorate. (CJCSI 3100.01; Joint Pub 1-03.3; SM 56-1; CJCSI 3137.01A; CJCSI 5123.01; AFSC Pub 1)
- Responsible for managing the ECJ4 development of mobility, sustainment and infrastructure functional areas of the Chairman's Joint Monthly Readiness Review (JMRR) in USEUCOM. (CJCSI 3100.01 Joint Strategic Planning System; SM 56-1; AFSC Pub1)
- Manages ECJ4 input and participation in the PPBS through the development of the Integrated Priority List (IPL). (CJCSI 3100.01 Joint Strategic Planning System; SM 56-1; AFSC Pub 1)
- Coordinates the review of logistics policy in doctrinal manuals. Oversees the development and review of logistics policy for the Directorate. (VOCO ECJ4;)
- Represents the Director on USEUCOM Congressional Issues Team (CIT) and manages all logistics issues related to CINC Congressional testimony and Congressional visits. (USEUCOM CoS Memorandum; SM 56-1)
- Monitors, writes and edits logistics input for USEUCOM strategy.
- Coordinates logistics inputs for the Chairman's CINC's Conference. (DoD Directive 5100.1)
- Prepares cyclical reports for CINCEUR and the Joint Staff including the Quarterly Issues and Activities (QIA), CINCEUR's Annual Congressional Testimony, Theater Security Planning System (TSPS) Joint Monthly Readiness Review (JMRR), and Quarterly Readiness Report to Congress (QRR). (CJCSI 3100.01 Joint Strategic Planning System; SM 56-1; AFSC Pub 1)
- Prepares and coordinates the ECJ4 position for the Joint Requirements Oversight Council (JROC). (CJCSI 3100.01; SM 56-1; CJCSI 3137.01A; CJCSI 5123.01)
- Prepares and coordinates the ECJ4 position for the Joint Monthly Readiness Review (JMRR). (CJCSI 3100.01; Joint Pub 1-03.3 ; SM 56-1)
- Reviews doctrinal manuals and procedures and provides comments. Coordinates Directorate inputs to the theater strategy. Develops and reviews logistics policy for the Directorate. (VOCO ECJ4)
- Represents ECJ4 on the Congressional Issues Team (CIT). (USEUCOM CoS Memorandum; SM 56-1)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Focal point for logistics input to the CINC's Annual Testimony before Congress, subsequent testimonies, and Questions for the Record (QFR). (USEUCOM CoS Memorandum; SM 56-1)
- Develops, manages, coordinates and evaluates logistics annexes and input to OPLANs, CONPLANs, functional plans and OPODs in conjunction with the deliberate planning process. Receives higher level planning guidance and develops the logistics portion of the theater concept of operations. Coordinates development of functional inputs to plan. Provides component with policy/guidance for component level planning. Reviews supporting component plan. Plans and develops logistics sustainability requirement, flow and closure estimate. Identifies requirement for logistics support. Develops, plans and coordinates U.S. logistics requirements with NATO.
- Phase I - Initiation - Implements JSCP Annex B (Logistics). Monitor the logistics aspects of JSCP.
- Phase II - Concept Development - Plans and develops the logistics portions of the concept of operations; provides specific planning guidance for the development of Annex D (Logistics), Annex L (Environmental Considerations), Annex P (Host Nation Support) of each plan; develop logistics estimates.
- Phase III - Plan Development - Coordinates the logistics aspects of the plans development phase; monitors force planning and coordinates support planning. Monitors the components' use of the Logistics Sustainability and Feasibility Estimator (LOGSAFE)/Movements Requirements Generator (MRG) and analyzes and approves the use of other TPFDD requirements/resourcing tools, as appropriate. Coordinate the provision of trained and organizationally sound logistics units to support deliberate planning actions.
- Phase IV - Plan Review - Monitors, coordinates, reviews, combines, sequences and synchronizes Component and Sub-Unified Command supporting plans. Monitors and coordinates the logistics aspects of plan maintenance. (JCS Pubs 3-07, 3-07.3, 3-07.6, 3-07.7, 4-0, 4-01, 4-06, 5-03, 5-03.1, 5-00.1, 5-00.2, 5-00.3, JSCP, Annex B, CJCSM 3122.02, CJCSM 3122.03, DoD INS. 3020.37, DoD INS 5105.38-M, DoD Directive 2010.9, ED 55-11)
- Hosts and conducts exercise logistics planning conferences.
- Conducts regular in-progress reviews for ECJ4 Director and staff for all exercises and represents ECJ4 at exercise site surveys.
- Coordinates and integrates logistics exercise objectives from the headquarters and Component command staff. (ED 55-29, ED 56-10)
- Consolidates EUCOM staff inputs and writes logistics portions of exercise directives, plans and related documents. (ED 55-29, ED 56-10)
- Conducts logistics study, estimate, evaluation and analysis to identify problem area and constraint associated with intra-theater and logistics support concept and doctrine, logistics sustainability, surface lines of communication, level and location of pre-positioned war reserve materiel, through-put capability, air and sea port and other functional areas. (JCS Pub 4-0)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Reviews and evaluates joint and service logistics policy, doctrine and program from the theater perspective. Assists in development of joint logistics concepts, policies and procedures.
- Provides support to the European Theater Command Center (ETCC) and other USEUCOM directorates during peacetime and crisis. (JCS Pub 5-0, 5-00.1, 5-00.2, 5-00.3, 5-03, 5-03.1, ED 55-11)
- Monitors and participates in logistics exercises and seminar games. Monitors lessons learned and remedial programs for applicability to deliberate and contingency plan updates. (JSCP, JCS Pub 4-0)
- Monitors and manages all logistics actions in JCS-directed exercises per the Joint Training System, to include exercise planning, preparation, execution, evaluation and critique phases. (JCS EXPLANs, ED 55-29, ED 56-10)
- Plans logistics participation for exercises, seminar war games and crises actions response to include the development of exercise scenarios, simulated events, logistics organization and coordination with USEUCOM Crisis Action Team and support teams. (JP 4-0, ED 55-29, ED 56-10)

2.4.2. Logistics Information Systems Branch (ECJ4-PM-LIS)

- Responsible for the Total Asset Visibility (TAV) programs in USEUCOM. (VOCO ECJ4; DoD AIT CONOPS)
- Chairs the USEUCOM TAV Task Force which ensures standard policy and program implementation for TAV systems and equipment throughout the AOR. (VOCO ECJ4; DoD AIT CONOPS)
- Represents the Director on the DoD Automatic Identification Technologies (AIT) Task Force. (VOCO ECJ4; DoD AIT CONOPS)
- Oversees the USEUCOM Total Asset Visibility (TAV) program. (DoD AIT CONOPS; VOCO ECJ4)
- Lead for all USEUCOM Automatic Identification Technologies (AIT) initiatives. (VOCO ECJ4)
- Plan, coordinate, and execute innovative logistics operations using AIT and Automated Information Systems (AIS) in support of deployment, redeployment and sustainment of forces in USEUCOM. (DoD AIT CONOPS; VOCO ECJ4)
- Develop doctrine, policy and procedures for the application of new technology to improve logistics operations and information support throughout the AOR. (VOCO ECJ4)
- Coordinates theater efforts for information technology support for deployment, force tracking, and sustainment. (VOCO ECJ4)
- Subject matter expert for AIT and it's integration into Service and Joint logistics AIS's. (VOCO ECJ4; SM 100-6)
- Represents the command as a member of the DoD Automatic Identification Technologies (AIT) Integrated Process Team (IPT), and represents the ECJ4 at the DoD AIT Principal's Meeting co-chaired by the JSJ4 and Under Secretary of Defense for Logistics. (DoD AIT CONOPS; VOCO ECJ4)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Supports Joint Vision 2020—Focused Logistics as the ECJ4 working group representative for the Information Fusion challenge/tenet. (JS Joint Vision 2020---Focused Logistics Purple Book and Roadmap; VOCO ECJ4; ECJ4 Focused Logistics Charter)
- Operates and updates existing systems or designs new systems to gather and analyze data on a variety of issues, including troop movements, equipment allocation, pre-positioning asset visibility and transshipment. (VOCO ECJ4; SM 100-6)
- Proposes solutions to improve visibility of force deployment, throughput, sustainment, reinforcement, reconstitution, and retrograde processes. (DoD AIT CONOPS; DoD AIT Implementation Plan; VOCO ECJ4)
- Provides recommendations on policy issues for both classic and emerging logistics missions. (VOCO ECJ4)
- Develops and modifies USEUCOM command policy reviews of logistics regulatory and doctrinal manuals, as required. (VOCO ECJ4)
- Prepares forecasts of future force and system requirements, leveraging Joint, service, component, and agency efforts. (VOCO ECJ4)
- Serves as U.S. representative in the development of technical simulations and systems by SHAPE and the NATO C3 Agency. (VOCO ECJ4)
- Provides USEUCOM requirements for logistics automated systems (e.g., Global Transportation Network (GTN), Joint Total Asset Visibility (JTAV), Global Combat Support System (GCSS), and Transportation Coordinators Automated Information Movement System (TC AIMS) to responsible DoD program managers. (VOCO ECJ4 ; DoD AIT Implementation Plan)
- Provides Directorate requirements for general automated systems (e.g., Global Command and Control System (GCCS) and Global Broadcast System (GBS) to responsible HQ USEUCOM program managers. (VOCO ECJ4; CJCSI 3151.01)
- Prepares analytical studies of capability of lines of communication infrastructure to handle workloads. (VOCO ECJ4)
- Develops, refines and applies U.S. and NATO logistics databases to provide decision-maker information. (VOCO ECJ4)
- Analyze logistics command and control, communications, and information systems process. (VOCO ECJ4)

2.4.3. Mobility Branch (ECJ4-PM-MB)

- Coordinates and provides input regarding studies and analyses on transportation organizational relationships, traffic management, utilization of transportation resources and potential improvements in surface/air transportation service within USEUCOM. Recommends appropriate courses of action to enhance support of combat forces, eliminate waste and avoid duplication within the Department of Defense transportation infrastructure. (JCS PUB 4-0, JCS PUB 4-01, JCS PUB 4-01.3, ED 64-1)
- Develops USEUCOM airlift, surface, and sea transportation policy and operational guidance after reviewing appropriate directives/policies and coordinating with higher levels. (JCS PUB 4-0, JCS PUB 4-01, JCS PUB 4-01.3, ED 64-1)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Analyzes developments in transportation equipment, procedures and resources including foreign flag assets to determine applicability for inclusion in USEUCOM airlift transportation. (JCS PUB 4-0, JCS PUB 4-01, JCS PUB 4-01.3, ED 64-1)
- Represents U.S. interests as a member of the Allied Movement and Transport Working Group. (NATO: Military Agency for Standardization (MASS), NATO MC 319, ED 64-1).
- Represents U.S. interests as a member of the NATO Allied and Movement Transport Working Group (Military Armament Group). (NATO MC 319, ED 64-1)
- Serves as the single American focal point for Planning Board for European Inland Surface Transport (PBEIST) issues in NATO. (NATO MC 336)
- Assists in review of construction requirements for transportation terminal facilities and lines of communication. (JCS PUB 4-01, ED 64-1)
- Coordinates issues and resolves problem areas concerning Worldwide Express (WWX). (JCS PUB 4-01)
- Provides transportation-related technical advice for administration of space available and environmental leave travel programs in USEUCOM. (JCS PUB 4-01, JCS PUB 4-01.3, ED 64-1)
- Develops theater transportation regulations. (JCS PUB 4-01)
- Coordinates and develops Joint Doctrine for Logistics Support. (JCS PUB 4-0)
- Provides technical advice, develops joint doctrine and serves as the USEUCOM focal point for the Joint Theater Distribution and Joint Deployment Processes. (JCS PUB 4-01)
- Inputs computer system requirements to support transportation operations. (JCS PUB 4-0, ED 64-1)
- Receives, evaluates and maintains transportation intelligence. (JCS PUB 4-01.3, ED 64-1)
- Assists J-5 in host-nation customs policy development. (DCINC-directed Jul 99)
- Develops and coordinates theater mobility requirements in support of priorities established by USEUCOM during exercises or periods of crisis, to include: moving personnel and equipment, activating airports, seaports and air/sea lines of communication. (JCS PUB 2, JCS PUB 4-01.3, ESP 4000)
- Coordinates the theater portion of the Defense Transportation System to ensure compliance with higher headquarters plans and directives. (JCS PUB 4-0, ESP 4000)
- Reviews TPFDDs and conducts transportation feasibility analyses. (JCS 4-01.3, JCS PUB 5-03, ED 64-1, ESP 4000)
- Coordinates transportation and distribution matters with the Joint Staff, supporting and supported CINCs and defense and service agencies to ensure effective and efficient use of transportation resources. (JCS PUB 4-01.1, JCS PUB 4-01.3)
- Coordinates transportation/distribution issues with NATO agencies and Allied Command Europe (ACE), as required. (JCS PUB 4-01.3, ED 64-1)
- Prepares the Movement and Transportation appendices for all CJCS and CINCEUR-directed deliberate plans. (VOCO ECJ4)
- Subject matter expert for Joint Logistics Over the Shore (JLOTS). Represents the command at JLOT conferences. Coordinates with Joint Staff for JLOTS in the AOR (VOCO ECJ4, JCS PUB 4-01-6, ED 64-1)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Co-host EUCOM/Military Traffic Management Command (MTMC) Traffic Management, Mobility and Training Conferences (VOCO ECJ4)
- Represent the command at USTRANSCOM Transportation Functional Working Group Meetings. (VOCO ECJ4)
- Represent the command at TPFDD Conferences (VOVO ECJ4)
- Represent the command at Joint Deployment Process Improvement (JDPI) meetings and conferences (VOCO ECJ4)
- Represent the command at Joint Deployment Planning Conferences (VOCO ECJ4)

2.5. International Division (ECJ4-ID):

- Directs execution of Security Assistance (SA), Defense Cooperation in Armaments (DCA) and Humanitarian Assistance (HA) Programs in USEUCOM AOR. (DoDD 5105.39-M)
- Directs operation of 39 Offices of Defense Cooperation (ODC) located in friendly and allied countries. Includes providing administrative support. (DoDD 5105.38-M)
- Responsible for USCINCEUR involvement and staffing determination for direct DoD involvement in trade shows. Directs on-site coordinating centers for shows in which full participation is approved. (DoDD 5105.38-M)
- Conducts regularly scheduled conferences related to SAO/DCA/HA and training program management. DoDD 5105.38-M)
- Conducts staff assistance visits and inspections of USEUCOM ODCs and augments HQ USEUCOM Inspector General when inspections/visits involve an ODC.
- Oversees and manages the operation of C-12 aircraft assigned to USEUCOM ODCs.
- Supervises ODC administrative property and equipment allowances, inventory records and accountability. Reviews and approves overseas leased housing for ODC personnel on an annual basis and provides oversight on MWR and QOL issues. (FAM, DoDD 5105.38-M)
- Participates as member of HQ USEUCOM crisis action and logistics readiness teams during exercises and contingencies.
- Serves as Security Assistance Organization (SAO) database network system administrator and focal point for the Security Assistance Network (SAN). Coordinates technical support requirements for SAO/ODCs. (DoDD 5105.38-M)
- Plans and manages USCINCEUR Humanitarian Assistance Program-Excess Property, (HAP-EP) Humanitarian Assistance (HA) and Humanitarian Civic Action (HCA) programs to include budget formulation, coordination with U.S. Embassies and program justification. (USC, Section 2551, Title 10)
- Plans and manages the ODC training and International Military Education and Training (IMET) Program within the USEUCOM AOR.

2.5.1. Regional Branches (Western European & NATO Branch (ECJ4-ID-WEUR), Central Europe and NIS Branch (ECJ4-ID-CEE), and Mideast/Africa/Aegean Branch (ECJ4-ID-MEAF)

- Directs execution of Security Assistance (SA) and Defense Cooperation in Armaments (DCA) and Humanitarian Assistance (HA) Programs in USEUCOM AOR. (DoDD 5105.39-M)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Directs operation of 39 Offices of Defense Cooperation (ODC) located in friendly and allied countries. Includes providing administrative support. (DoDD 5105.38-M)
- Responsible for USCINCEUR involvement and staffing determination for direct DoD involvement in trade shows. Directs on-site coordinating centers for shows in which full participation is approved. (DoDD 5105.38-M)
- Conducts seminars and conferences related to SA/DCA management to include an annual USCINCEUR Security Assistance and Defense Cooperation in Armaments Conference and the annual Transatlantic Defense Cooperation Conference. (DoDD 5105.38M)
- Oversees and manages the operation of the C-12 aircraft assigned to ODC Turkey.
- Augments the Joint Logistics Operations Center (JLOC) and European Theater Command Center (ETCC) during exercises and contingencies. Provides TDY staffing of the United Nations High Commissioners for Refugees (UNHCR) Airlift Operations Cell, Geneva (AOCG) in times of crisis.
- Conducts liaison and coordination with USEUCOM component commands, DoD, DoS, and the Joint Staff to successfully complete programs. (Sections 401, 2547, 2551, Title 10 USC)
- Augments ECJ4 inspection teams during Staff Inspection and Assistance Program visits.
- Coordinates export licenses, technology transfer issues, and exceptions to national disclosure policy for HQ USEUCOM.
- Provides Defense Cooperation in Armaments (DCA) inputs to the HQ USEUCOM Theater Engagement Plan process. Acts as the ECJ4 focal point for interoperability issues. Reviews Operational Requirements Documents and Missions Needs Statements for ECJ4. (Western European & NATO Branch)

2.5.2. Training and Automation Branch (ECJ4-)

- Plans and manages Security Assistance education and training programs, to include the International Military Education (IMET) and Foreign Military Sales (FMS) training programs within the USEUCOM AOR (DoDD 5105.38-M).
- Conducts seminars and conferences related to education and training program management to include an annual USCINCEUR Training Program Management Review (TPMR). (DoDD 5105.38M)
- Serves as ODC database network system administrator and focal point for the Security Assistance Network (SAN).
- Coordinates automation technical support requirements for the ODCs. (DoDD 5105.38-M)

2.5.3. Humanitarian Assistance Branch (ECJ4-ID-HA):

- Serves as single point of contact in HQ USEUCOM for humanitarian assistance activities.
- Plans and manages USCINCEUR Humanitarian Assistance Program-Excess Property, (HAP-EP) Humanitarian Assistance (HA) and Humanitarian Civic Action (HCA) Programs to include budget formulation, coordination with U.S. Embassies and program justification. (USC, Sections 401, 2547, 2551, Title 10)
- Coordinates with American Embassies throughout the AOR for planning and executing humanitarian assistance activities. (USC, Sections 401, 2547, 2551, Title 10)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Conducts assessments in host countries to determine humanitarian assistance requirements in response to requests from U.S. ambassadors. (Sections 401, 2547, 2551, Title 10 USC)
- Prepares and presents briefings to ambassadors and general officers on USEUCOM Humanitarian Assistance Programs.
- Conducts liaison and coordination with USEUCOM component commands, DoD, DoS, Joint Staff, DLA, DRMR-E and NGO/PVO organizations to successfully complete programs. (Sections 401, 2547, 2551, Title 10 USC)
- Conducts seminars and conferences related to Humanitarian Assistance program management to include an annual USCINCEUR Security Assistance and Defense Cooperation in Armaments Conference. (DoDD 5105.38M)

2.5.4. Programs Branch (ECJ4-ID-PB)

- Conducts staff assistance and inspections of USEUCOM ODCs/SAOs and augments HQ USEUCOM Inspector General when inspections/visits involve an ODC (HQ USEUCOM SAO Command Inspection Guide).
- Supervises ODC/SAO administrative property and equipment allowances, inventory records and accountability. Reviews and approves overseas leased housing for ODC personnel on an annual basis and provides oversight on MWR, QOL and ODC budget issues. (FAM, DoDD 5105.38-M, ED64-2).
- Manages ODC quality of life initiatives including fitness equipment/memberships, unit funds, environmental and morale leave, and other support.
- Develops Security Assistance program execution policy. Tasks and monitors division and ODC plans and reporting.
- Serves as directorate focal point for Command Regional Working Group and Theater Engagement Plan activities.

2.6. Multinational Logistics Division (ECJ4-ML):

- Ensures international logistics agreements are in place to support contingency operations. Coordinates with ECLA and ECJ5, components and USTRANSCOM to ensure related agreements are existent which could potentially inhibit logistics operations such as status of forces agreements (SOFAs), diplomatic approvals, transit agreements and over-flight/landing clearances. (JSCP, CONPLANs 4122,4123, 4124, ED 60-2)
- Negotiates, concludes and coordinates bilateral host nation support agreements (HNSA) based upon concept of requirements (COR) and statements of requirements (SOR) produced by logistics and operational planners. This detail assistance rendered to a military force located in a host nation and are used to fill logistics shortfalls, be it materiel or service. (JSCP, CONPLANs 4122,4123, 4124, ED 60-2)
- Develops and publishes joint logistics support plans (JLSPs), which contain procedures under which HNS will be provided, and supporting implementation plans with countries and service components in our AOR. Coordinates implementation of the JLSPs with ODCs and Host Nation counterparts. HNS agreements currently exist with nine NATO nations and Israel. (Applicable HNSA, ED 60-2)

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Co-chairs regularly scheduled Joint Logistics Group (JPG), Combined Steering Committee (CSC) and Combined Logistics Committee (CLC) meetings held annually and semi-annually with the host nations in accordance with HNSAs to ensure plans are current and relationships are maintained. (Applicable HNSA, ED 60-2)
- Coordinates the execution, evaluation and validity of HNS plans and procedures with the Plans and Programs Branch (ECJ4-PM-PPB) through various JCS and CINC directed exercises. (CINC's Joint Training Plan, JCS Pub 4.0)
- Coordinates activation of U.S. lines of communications (LOC) in times of war. Maintains oversight of \$400 million War Reserve Stockpile in Israel. Develops implementing arrangements to ensure procedures are in place to maintain and manage the Stockpile. (JCS Pub 2, Applicable HNSA) Negotiates and coordinates bilateral host nation support agreements for the storage of War Reserve Materiel Norway, the Netherlands, and Luxembourg. (Applicable bilateral MOUs)
- Oversees prepositioned War Reserve Materiel in theater. Coordinates with ECJ5 and components on issues dealing with the storage of materiel and equipment in 8 countries.
- Negotiates, concludes and coordinates component execution of acquisition and cross-servicing agreements (ACSA). These provide the legal authority for the U.S. military and other nation's armed forces to exchange logistics goods and services during contingencies. (ACSA Act and Title 10 USC, Chapter 138, Subchapter 1, Section 2341-2350, DoDI 2010.9)
- Ensures ACSAs are in place with allied nations and regional international organizations to support the CINC's strategy of inter-operability and cooperative engagement for the theater. (TSPS Plan, DoDI 2010.9, USCINCEUR Theater Engagement Plan)
- Processes ad hoc mutual logistics requests for support, In coordination with Offices of Defense Cooperation (ODCs) and Service components. (Applicable HNS or ACSA agreement)
- Develops and publishes command policy and plans regarding contingency/field contracting. In corporation with our components, develops the concept for performing contracting during war or contingencies to support the operational commanders. Ensures policy and plan compliance with U.S. and host nation laws. (JCS Pub 4.0)
- Represents USEUCOM J4 at the Senior Logisticians Conference.
- Establishes and maintains oversight and current policy for acquisition issues. (JCS Pub 4.0)
- Represents CINCEUR as Chair of the CINC Acquisition Contracting Board, Europe (CACB). (JCS Pub 4.0)
- Evaluates acquisition or host nation support programs of subordinate agencies as member of USEUCOM IG Team.

2.6. Engineer Division (ECJ4-EN):

- Provides review, coordination and recommendation concerning acquisition, disposal and transfer of real estate in USEUCOM. (DoD Dir. 4165.6CJCSI 2300.02A; ED-62-3)
- Reviews and guides the MILCON program within USEUCOM. Prepares input to Congress, OSD and JCS on matters pertaining to MILCON. (JCS Pub 0-2, 4-01, DoD Dir. 4270.1, 165 (Series))

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

- Reviews and guides the RPM and facilities related QoL programs within USEUCOM. Prepares input to Congress, OSD, and JCS on matters pertaining to RPM and QoL. (JCS Pub 0-2, 4-01; DoD Dir. 4270.1)
- Reviews and guides the family housing and barracks renovation programs within USEUCOM. Prepares input to Congress, OSD, and JCS on matters pertaining to housing. (JCS Pub 0-2, 4-01; DoD Dir. 4270.1)
- Provides review, coordination, and recommendation concerning JWCA, JMRR, JROC, and IPL submits related to MILCON, RPM, Housing, Infrastructure, QoL, and NATO construction programs. (CJCSI 5123.01; CJCSI 3137.01A)
- Coordinates, directs and reviews Host Nation Construction Programs in USEUCOM AOR. (DoD Dir. 4270.1, JSCP 1-03.18, O-2)
- Prepares the engineering portion of USEUCOM testimony before congressional committees. (Goldwater Nichols DoD Reorganization Act 1986)
- Coordinates, prioritizes and oversees exercise-related construction (ERC) for JCS exercises. (JCS Pub 0-2, 4-04)
- Represents USEUCOM on environmental forums, providing consistent interpretation and implementation of applicable DoD policies, international agreements, and host nation laws, and resolving disputes between components and DoD-designated Executive Agents. (DoDI 4715.5, DoDI 4715.8, ED 80-1)
- Prepares/coordinates studies of potential basing changes within USEUCOM. (CJCSI 2300.03)
- Participates in the USEUCOM Task Force responsible for U.S. Force Realignment and Basing Plan. Prepares and submits to Joint Staff reports to update bases being closed. (CFE Treaty, DoD/Joint Staff implementing messages)
- Prepares theater-level policy guidance concerning residual value negotiations and computations relative to base closures in Europe. (JCS Pub 0-2)
- Manages U.S. participation in and benefit from the NATO Infrastructure Program. Prepares inputs to Congress, OSD, JCS and NATO/SHAPE on matters pertaining to NSIP. (DoD Dir. 2010.5)
- Prepares civil engineering annexes, tabs and exhibits to all USEUCOM OPLANs and CONPLANs. (JCS Pub 5-02.1, 4-04)
- Directs and coordinates the Regional Contingency Engineering Management (RCEM) Program. (DoD Dir. 4270.5, 11010.4, JCS Pub 4-04)
- Provides civil engineering staff support for all engineering projects requested through the Humanitarian Assistance and Humanitarian and Civic Assistance programs, to include participating in country visits to develop and evaluate projects. (JCS Report 2326/132-1, 17 Sep 80)
- Provides engineering staff support for USEUCOM contingency and crisis action planning and exercises involving HQ USEUCOM and components. (Title 10 Sec 401-406, 1051, 2010)
- Provides engineering staff support for USEUCOM exercise planning and execution process to include participation in Concept Development, Initial, Main and Final Planning conferences. Provides a major supporting role for two or more JCS CORNERSTONE

Appendix V
Logistics and Security Assistance Directorate (ECJ4)
Organization and Functions

Engineer Exercises per year. Provides deployable JTF augmentation cell engineering representative(s) during contingency operations and exercises, including participation in up to 5 CJCS JTF exercises per year. (ED 55-11)

- Co-chairs regularly scheduled meetings of the Facilities Subcommittee of the Combined Logistics Committee (CLC) held annually and semi-annually with the host nation in accordance with HNSAs to ensure plans are current and relationships are maintained. (Applicable HNSA, ED 60-2) (Applicable HNSA, ED 60-2)
- Establishes policy and displays leadership on environmental security matters that promote readiness by ensuring continued access to land, air, and sea resources, support contingency operations, and promote engagement activities with other militaries. (DoDD 4715.1; DoDD 6050.7, JCS Pub 4-04))

2.7. Medical Readiness Division (ECJ4-MR)

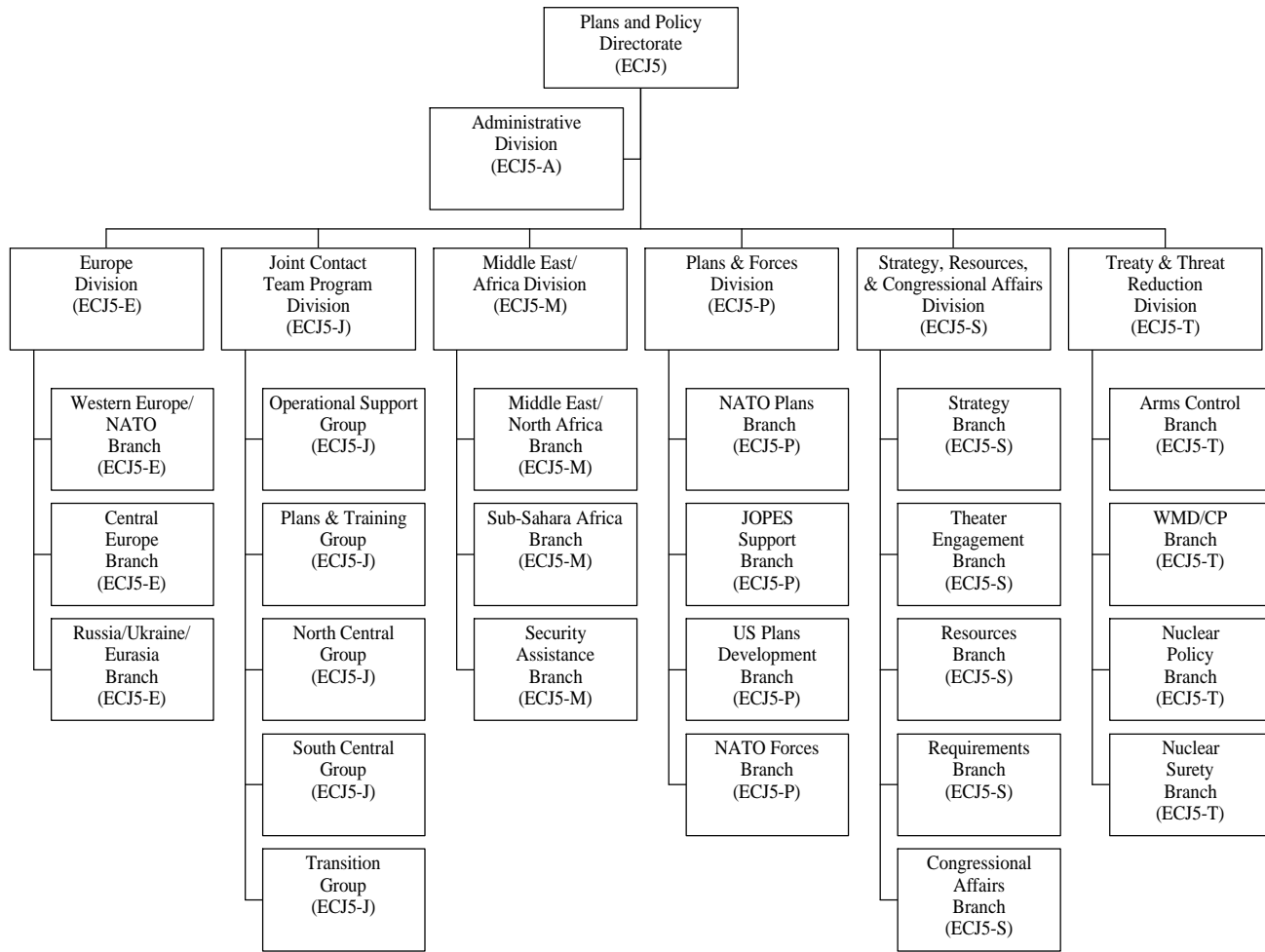
- Advises USCINCEUR on all health service activities, establishes policies for the employment of theater medical resources during crisis and contingency operations, provides medical threat assessments and preventive medicine guidance, recommends theater evacuation policy to USCINCEUR, develops theater medical plans, coordinates and integrates service component health service support activities.
- Conducts deliberate planning for all USEUCOM Plans. Coordinates with NATO and other U.S. unified command headquarters on contingency plans. Represents the U.S. on the Committee of Chiefs of Medical Services (COMEDS) which reports to the NATO Military Committee. Initiates, develops, and monitors host nation medical support activities. Negotiates reciprocal medical support agreements. Conducts crisis action planning for NEO, disaster relief, contingencies, and other operations as required. Develops and coordinates medical input to the JROC, JMRR, and QDR. (ED 60-2, ED 67-1)
- Integrates and ensures the employment and utilization of theater medical assets and prepares medical annexes to OPORDS and DEPLOYORDs. Assesses, develops, and modifies courses of action as required. Participates on JTF medical staffs during exercises and contingencies. Participates as a medical representative on CMOC/ESAT teams as required. (ED 55-11, ED 67-1, ED 67-5)
- Plans, programs, and integrates all medical exercises in theater including MEDFLAGs, MEDCEURs, ITAPs, JCETs, and other JCS/USEUCOM approved exercises.
- Collects, analyzes, and maintains medical threat information for countries in the USEUCOM AOR. Provide preventive medicine guidance for inclusion into USEUCOM CONPLANs and contingency operations. Provides preventive medicine advice to the USEUCOM staff and components. (ED 67-1)
- Assists in planning and supervision of component execution of medical military to military program with eastern and central European countries.
- Plans and oversees component execution of medical humanitarian assistance missions within the USEUCOM AOR/AOI. Assesses requirements and courses of actions. Continually monitors operations in progress.

Appendix W

Plans and Policy Directorate (ECJ5)

Organization and Functions

Plans and Policy Directorate (ECJ5).



1. Mission: The Directorate of Plans and Policy (J5) develops the United States European Command strategy, policy, and deliberate plans. It plans and manages engagement activities. It advocates the Command position on strategy, policy, resources, and doctrine to the Joint Staff, the Office of the Secretary of Defense, and Congress.

2. Major Functions:

2.1. Administrative Division (ECJ5-A):

- Provides executive support and resources management to the Director, Deputy and members of the directorate (AR 25-50, JCS Pub 2).
- Monitors the budget for this directorate that includes expenditures on, supplies and equipment.
- Maintains inventory of accountable equipment.

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Orders supplies, i.e., controls CCC accounts and DOL, PBA purchases (AR 37-1, SM 65-2, JCS Pub 2).
- Provides directorate military and civilian personnel management.
- Provides control in the management and distribution of message traffic, supply and equipment management, TOP SECRET control, classified document control, which includes audits of TOP SECRET, COSMIC TOP SECRET, ATOMAL, NATO, JCS SIGHT BLE, SIOP, AND CNWDI for the directorate. (AR 105-31, AR 380-5, JCS Pub 2).
- Coordinates building custodial function (JCS Pub 2).
- Manages SCI and SIOP billets within ECJ5 (DoD 5200.1-R, JCS Pub 2).
- Monitors NATO school attendees (ACE Dir. 75-1, JCS Pub 2).
- Distributes and manages message and correspondence traffic (incoming and outgoing). Maintains a log of incoming and outgoing suspense/tasker. Manages incoming and outgoing FAX correspondence traffic for the directorate (AR 105-31, JCS Pub 2, AR 25-50, SM 5-30).
- Manages awards and decorations program for directorate.
- Manages officer and enlisted performance reports for directorate.

2.2. Europe Division (ECJ5-E):

- Develops, updates, reviews, and coordinates USEUCOM regional, unilateral, bilateral, multilateral peacetime military engagement, and politico-military policy for the European states. Provides coordinated European, and European-related, politico-military policy recommendations to USEUCOM, OSD, Joint Staff and DoS. Monitors and assists in regional negotiations for planning and execution. (Joint Pub 1-02, 5-03.1).
- Reviews, coordinates, provides input, attends conference and participates in planning groups to support regional plan reviews for Europe and other U.S. Unified Commands and agencies, as required. (Joint Pub 1-02).
- Monitors coordination with initial demarcates and negotiations; monitors, and wherever applicable, assists the Defense Attaché in negotiations of host nation support agreement, SOFA, agreements between U.S. government or DoD agencies and European states. (Joint Pub 1-02.1, MOP 104).
- Provides sensitive political/other significant information on European matters generated from international military events and conferences to the Joint Staff. (DoD 5530.03, JCS MOP 179).
- Develops policy guidance and provides policy oversight for CINCEUR peacetime military engagement, including Partnership for Peace (PfP) Program, SPP exercises, Joint Contact Team Program, Marshall Center (ECMC), and Cooperative Threat Reduction (CTR) Defense and Military Contacts Program. Manages and executes PfP budget, ECMC and Cooperative Threat Reduction (CTR) Defense Military Contacts Program. (Joint Pub 1-02).
- Formulates USEUCOM policies for the conduct of Security Assistance (SA) and Defense Cooperation in Armaments (DCA) programs in the EUCOM AOR.
- Formulates legislative initiatives and analyzes proposed and enacted legislation to determine impact upon SA programs.
- Coordinates theater/regional/country security assistance strategies with US diplomatic missions, DoD agencies and components.

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Develops and provides HQUSEUCOM comments on matters involving release of technology, information, and weapons systems to foreign governments in accordance with National Disclosure policy (NDP) and exceptions to NDP. Establishes command position on sensitive initiatives and nonroutine country requests for assistance, to include export license applications, and communicates this position to the JCS, DoD, Mildeps, and DoS.
- Represents USCINCEUR for SA and DCA issues that are raised or presented at high-level defense group and bilateral working group meetings.
- Prepares country specific background and current issue papers for EUCOM senior leaders, DoD, military, congressional and ambassadorial personnel who travel in the USEUCOM AOR. (SM 5-5).
- Coordinates meetings and briefings for senior DoD, military, congressional and ambassadorial personnel who visit HQ USEUCOM when tasked by the Command group. (SM 5-5).
- Reviews defense policy and political/military strategy of assigned states. Maintains close contact with U.S. Defense Representative. Develops U.S. and foreign contacts; Reviews and coordinates CINCEUR and component plans for policy implications; interfaces with unified/specified commands on policy matters. (JCS Pub 1-02, JCS Pub 2).
- Develops, coordinates and monitors engagement strategy plans and objectives for assigned regions; interfaces on requirements and engagement activity operations with Joint Staff, OSD, DoS, Defense Agencies, USMISSION NATO and U.S. Embassy Country Teams. (Joint Pub 5-03.1).
- Responsible for annually assessing and prioritizing USEUCOM engagement for all nations within the region and reporting the results to the Synchronization Steering Group (SSG) for approval and execution.
- Participate in contingency planning groups involving ECJ5-E countries.

2.2.1. Western Europe/NATO Branch (ECJ5-E).

- Coordinates and develops the USEUCOM position on U.S. participation in NATO's future force structure.

2.2.2. Central Europe Branch (ECJ5-E).

- When assigned by Joint Staff, develops, coordinates, and monitors engagement strategy plans and objectives in HQ EUCOM's Area of Interests; interfaces on requirements and engagement activity operations with Joint Staff, OSD, DoS, Defense Agencies, and U.S. Embassy Country Teams. (TSPS).

2.2.3. Russian/Ukraine/Eurasia Branch (ECJ5-E).

- When assigned by Joint Staff, develops, coordinates, and monitors engagement strategy plans and objectives in HQ USEUCOM's Area of Interests; interfaces on requirements and engagement activity operations with Joint Staff, OSD, DoS, Defense Agencies, and U.S. Embassy Country Teams. (TSPS).

2.3. Joint Contact Team Program Division (ECJ5-J):

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Formulates, coordinates and implements military programs and policies for supporting the transition to civilian, democratic control of the defense establishments of the emerging democracies of Central Europe and/or Newly Independent States (NIS). (CJCS MSG, 21 May 92, US-Eastern Europe Contact Teams, TITLE X, US Code, SECTION 168).
- Ensures all programs, country work plans, goals, objectives and supporting events are in congruence with and support U.S. national strategy and CINC USEUCOM strategy of engagement. (CJCS MSG, 21 May 9, US-Eastern Europe Contact Teams, TITLE X, US Code SECTION 168).
- Ensures all program activities are approved by the U.S. Ambassador, Plans and Policy Directorate, and Interagency Working Group and are within the parameters established by TITLE X, U.S. Code, SECTION 168. (CJCS MSG, 21 May 92, US-Central Europe Contact Teams, TITLE X, US Code, SECTION 168).

2.3.1. Operational Support Group (ECJ5-J):

- Formulates support requirements to accomplish the overall goals and objectives of the Joint Contact Team Program (JCTP). These requirements include manpower, personnel, budget, ADP, and logistics. (TITLE X, US Code, SECTION 168).
- Coordinates all support operations with providing organizations and users, including Military Liaison Teams (MLTs) and HQ USEUCOM staff. (TITLE X, US Code SECTION 168).
- Manages the JCTP O & M and MILPERS budgets. (TITLE X, U.S.C. SECTION 168).
- Maintains liaison with the Joint Staff. (TITLE X, USC. SECTION 168).
- Coordinates with components for personnel fill requirements for JCTP MLTs and Headquarters staff. (TITLE X, U.S.C, SECTION 168).

2.3.2. Plans, Training, Standardization & Evaluation Group (ECJ5-J):

- Assists in the development and execution of theater objectives and programs in support of U.S. national policy pertaining to the development of military relations with Central Europe and selected Newly Independent States (NIS). TITLE X, USC. SECTION 168).
- Coordinates with the HQ USEUCOM staff, components, U.S. Ambassador, host nation, Military Liaison Teams (MLTs) and country team to develop country goals and objectives. (TITLE X, USC. SECTION 168).
- Supports USEUCOM engagement strategy by the development of country work plans to further U.S. national security peacetime objectives. (TITLE X, USC. SECTION 168).
- Analyzes, supervises, coordinates, and researches regional bilateral plans and agreements that affect CINCEUR and U.S. commitments. (Joint Pub 0-2).
- Develops/coordinates/conducts training for all military Liaison Team (MLT) members on duties and responsibilities within the Joint Contact Team Program (JCTP). This includes: planning, coordination, and conducting military-to-military contacts, paying MLT bills, handling cash and accounting information on other peacetime engagement programs, driver's licensing procedures (USAREUR and international) and personal security. (TITLE X, USC. SECTION 168).

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Develops/coordinates/conducts training for all HQ USEUCOM JCTP staff members on their duties listed above and on providing all required support to the deployed MLTs. (TITLE X, USC. SECTION 168).
- Coordinates training for all HQ USEUCOM JCTP staff members on their duties and responsibilities as USEUCOM staff officers, including USEUCOM staff orientation and training on USEUCOM C4I system. (TITLE X, USC. SECTION 168).
- Maintains liaison with the Joint Staff and Interagency Working Group. (TITLE X, USC SECTION 168).

2.3.3. North Central Group (ECJ5-J):

- Develops, coordinates and executes theater objectives in support of U.S. national policy pertaining to the development of military relations with the countries of Estonia, Latvia, Lithuania, Slovenia and Slovakia. (CJCS MSG, 21 May 92, US-Eastern Europe Contact Teams, TITLE X, U.S. Code, SECTION 168).
- Coordinates with the HQ USEUCOM staff, components, U.S. Ambassador, host nation, Military Liaison Teams and country teams to develop and execute country goals and objectives. (TITLE X, USC. SECTION 168).
- Ensures all program activities are approved by the U.S. Ambassador, Plans and Policy Directorate, and Interagency Working Group, and are within the parameters established by TITLE X. (CJCS MSG, 21 MAY 92, US-Eastern Europe Contact Teams, TITLE X, US Code, SECTION 168).
- Focal point for support to and proponent of country Military Liaison Teams.
- Provides country specific administrative support and coordinates on behalf of the MLT with other JCTP headquarters functions. Assists the MLT in writing Country Work Plans, Concept Sheets and coordinates event execution.

2.3.4. South Central Group (ECJ5-J):

- Develops, coordinates and executes theater objectives in support of U.S. national policy pertaining to the development of military relations with the countries of Albania, Bulgaria, Croatia, Macedonia, and Romania. (CJCS MSG, 21 May 92, US-Eastern Europe Contact Teams. (TITLE X, USC. SECTION 168).
- Coordinates with the HQ USEUCOM staff, components, U.S. Ambassador, host nation, Military Liaison Teams and country teams to develop and execute country goals and objectives. (TITLE X, USC. SECTION 168).
- Ensures all program activities are approved by the U.S. Ambassador, Plans and Policy Directorate, and Interagency Working Group, and are within the parameters established by TITLE X. (CJCS MSG, 21 May 92, US-Eastern Europe Contact Teams, TITLE X, US Code, SECTION 168).
- Focal point for support to and proponent of country Military Liaison Teams.
- Provides country specific administrative support and coordinates on behalf of the MLT with other JCTP headquarters functions. Assists the MLT in writing Country Work Plans, Concept Sheets and coordinates event execution.

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

2.3.5. Transition Group (ECJ5-J):

- Develops, coordinates and executes theater objectives in support of U.S. national policy pertaining to the development of military relations with the countries of Czech Republic, Hungary, Poland, Belarus, Ukraine, Moldova, Armenia, Azerbaijan and Georgia. (CJCS MSG, 21 May 92, US-Eastern Europe Contact Teams, TITLE X US Code, SECTION 168).
- Coordinates with the HQ USEUCOM staff, components, U.S. Ambassador, host nation, Military Liaison Teams and country teams to develop and execute country goals and objectives. (TITLE X, USC. SECTION 168).
- Ensures all program activities are approved by the U.S. Ambassador, Plans and Policy Directorate, Interagency Working Group and are within the parameters established by TITLE X. (CJCS MSG, 21 May 92, US-Eastern Europe Contact Teams, TITLE X, US Code, SECTION 168).
- Focal point for support to and proponent of country Military Liaison Teams.
- Provides country specific administrative support and coordinates on behalf of the MLT with other JCTP headquarters functions. Assists the MLT in writing Country Work Plans, Concept Sheets and coordinates event execution.

2.4. Middle East/Africa Division (ECJ5-M):

- Provides Middle East and African policy recommendations to USEUCOM, OSD, Joint Staff and DoS.
- Analyzes, supervises, coordinates and researches regional bilateral plans and agreements that affect CINCEUR and U.S. commitments. (Joint Pub 1-02).
- Monitors and assists coordination with demarcates and initial negotiations; monitors negotiation and wherever applicable assists in negotiating Host Nation Support Agreements, SOFAs between U.S. government/DoD agencies and nations. (DoD 5530-3R, JCS MOP 179).
- Provides politically sensitive and/or significant information on Middle East/Africa matters generated from international military conferences to the Joint Staff. (Joint Pub 1-02, MOP 104).
- Develops regional and country campaign plans in support of the Theater Security Planning System (TSPS). Campaign plans reflect peacetime engagement goals/objectives/initiatives/timelines for each country in the region. (Joint Pub 1-02).
- Provides policy representative during exercises and contingencies when a Joint Task Force is deployed.
- Reviews defense policy and political/military strategy of assigned countries; develops U.S. and foreign contacts; reviews and coordinates CINCEUR and Component plans for policy implications; and interfaces with Unified Commands on policy. (JCS Pub 2).
- Prepares country specific background and current issue papers for senior DoD, military, congressional and ambassadorial personnel who travel in the USEUCOM AOR. (SM 5-5).
- Coordinates meetings and briefings for senior DoD, military, congressional and ambassadorial personnel who visit HQ USEUCOM when tasked by the Command group. (SM 5-5).

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Develops, coordinates and monitors engagement strategy plans and objectives for assigned regions; interfaces on requirements and engagement activity operations with Joint Staff, OSD, DoS, Defense Agencies, and U.S. Embassy Country Teams. (Joint Pub 5-03.1).
- Responsible for annually assessing and prioritizing USEUCOM engagement for all nations within the region. (Joint Pub 1-02).
- Sponsors the Africa Regional Working Group (RWG, to include MENA & SSA) in support of TSPS. The RWG meets annually to prioritize/discuss peacetime engagement activities for Africa.
- Coordinates USEUCOM Military-to-Military program for Africa. Coordinates USEUCOM's overall support to U.S. policy in Africa. (TOR).

2.4.1. Middle East/North Africa Branch (ECJ5-M):

- Coordinates U.S.-only meetings consisting of HQ USEUCOM and service component personnel who write and review plans and policy actions for classified country. (Joint Pub 1-02).
- Coordinates meetings consisting of HQ USEUCOM Service Components, Joint Staff and host country personnel who write and review combined/joint plans and propose policy actions for classified countries. (Joint Pub 1-02).
- Coordinates activities of Defense Element personnel assigned as Military Observers to the Joint Political Military Commission. (TOR, DoS MSG 161512 Apr 92).
- Provides co-chairman and secretary of the bilateral Combined Planning Committee (CPC) with classified country.
- Provides Combined Coordination Center policy representative during exercises and contingencies with classified country.

2.4.2. Sub-Sahara Africa Branch (ECJ5-M):

- Coordinates U.S.-only meetings consisting of HQ USEUCOM, service components, Joint Staff and host country personnel who write and review plans and policy actions for countries with which the U.S. has Bi-National Commissions (BNC) or Joint Military Commissions (JMC). (TOR, Joint Pub 1-02).
- Functions as DoD executive agent for the African Crisis Response Initiative (ACRI). Coordinates and validates all ACRI training program plans and products, and plans and implements all ACRI missions within the USEUCOM AOR.
- Responsible for coordinating the West African Training Cruise (WATC) program with NAVEUR

2.4.3. Security Assistance Branch (ECJ5-M):

- Formulates USEUCOM policies for the conduct of Security Assistance (SA) in the EUCOM AOR.
- Formulates the USCINCEUR input to the JCS for the annual Congressional Presentation Document for the Peace, Prosperity, and Democracy act for both Foreign Military Financing and IMET.

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Formulates legislative initiatives and analyzes proposed and enacted legislation to determine impact upon SA programs.
- Coordinates theater/regional/country security assistance strategies with US diplomatic missions, DoD agencies and components.
- Formulates HQ USEUCOM position on United States Defense Representative (USDR) designations and activities.
- Represents USCINCEUR for SA issues which are raised or presented at high level defense group and bilateral working group meetings.

2.5. Plans & Forces Division (ECJ5-P).

- Office of Primary Responsibility for the development, issuance, and maintenance of JSCP and CINCEUR-directed deliberate plans to include: reinforcement to Major Theater War, U.S. support to NATO, non-combatant evacuation operations (NEO), foreign humanitarian assistance, peace operations, counter drug operations, and time-phased force and deployment data (TPFDD) development and maintenance. (CJCSM 3122).
- Office of Primary Responsibility for the formulation of USEUCOM positions on strategic planning and programming documents including CJCS Joint Strategic Capabilities Plan (JSCP), Contingency Planning Guidance (CPG), Unified Command Plan (UCP), SACEUR's Reinforcement Planning System and Integrated Priority List, Forces For Document, Defense Planning Questionnaire (DPQ) and Dual Based Forces Policy, (SECDEF Contingency Planning Guidance).
- Office of Primary Responsibility for the coordination of changes in USEUCOM force structure levels and composition, and analysis of force apportionment as related to National capabilities and commitments to NATO.
- Office of Primary Responsibility for the coordination of U.S. participation in multi-national reaction force headquarters in the NATO command structure.
- Office of Primary Responsibility for the development/maintenance of a comprehensive Future Theater Basing Strategy
- Supports ECJ33/35 in the conduct of crisis action and contingency planning.
- As required, deploys personnel (DJTFAC members) in support of contingency operations
- Office of Primary Responsibility for automation support to ECJ5 Directorate
- Conducts division administrative functions.

2.5.1. NATO Plans Branch (ECJ5-P):

- Office of Primary Responsibility for the development, issuance, and maintenance of U.S. plans in support of NATO contingency operation plans. (CJCSI 3110.010.)
- Office of Primary Responsibility for the staffing of the Unified Command Plan (UCP) and Command Arrangement Agreements (CAAs) with USTRANSCOM, USJFCOM, and USSTRATCOM. (DoD Reorganization Act, JS MOP 7). Conducts plan reviews for other supported commanders, USEUCOM components, and other agencies as required. (CJCSM 3122.01).
- Office of Primary Responsibility to coordinate with SHAPE for NATO future planning requirements.

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Monitors Joint Strategic Capabilities Plan (JSCP) development and analyzes force apportionment as related to national capabilities and commitments to NATO. (DPQ Directive Memo).
- Provides planning support and participates in regional engagement activities including the SecDef Initiative—SouthEastern European Defense Ministerial (SEDM) Program.
- During NATO contingencies, supports USEUCOM crisis action planners and advises USCINCEUR on contingency operations (CJCSI 3100.01).
- Participate as members of USEUCOM Deployable Joint Task Force Augmentation Cell (DJTFAC).
- Provides planning support and participates in selected NATO exercises (CJTf/CMX series).

2.5.2. JOPES/Support Branch (ECJ5-P):

- Develops, maintains, assures quality control and provides overall management of USEUCOM TPFDDs. (CJCSM 3122).
- Prepares TPFDD letters of instruction to guide TPFDD development.
- Coordinates CINCEUR force requirements and planning with JS, other unified commands, component headquarters and SHAPE. (CJCSM 3122.01, 3120.02, 3122.03 and CJCSM 3150 series).
- Maintains, reviews and coordinates on all planning directives pertinent to the mission of USEUCOM. (CJCSM 3122.01, 3120.02, 3122.03).
- Supports ECJ31 JOPES Support Element when activated. (CJCSM 3122).
- Directorate SLAN/ULAN/GCCS/GCCS-T/CRONOS/SEAGULL/AMHS Work Group Administrator (WGA). Directorate Home Page Web Manager.
- Provides functional support for Theater Engagement Planning (CJCSM 3113.01).
- Serves as Chair for the Joint Staff worldwide Theater Engagement Planning Management Information System (TEMPIS).

2.5.3. U.S. Plans Development Branch (ECJ5-P):

- Office of Primary Responsibility for the development, issuance, and maintenance of U.S. plans in support of contingency operation plans. (CJCSI 3110.010.)
- Office of Primary Responsibility for the production and maintenance of both JSCP and CINC directed deliberate plans. Develops, coordinates, issues and maintains mid- and long-range (18-24 month production cycle) operational concept plans for contingencies within the USEUCOM area of responsibility (CJCSM 3122).
- Office of Primary Responsibility for the development and maintenance of CINCEUR plans in support of other unified or specified CINCs. (CJCSI 3110.01, CJCSM 3122.01).
- Office of Primary Responsibility for the coordination, production, and distribution of bilateral support plans tasked in JSCP.
- Office of Primary Responsibility for staffing of the Joint Strategic Capabilities Plan (JSCP) and the Contingency Planning Guidance (CPG).
- Advises and coordinates with DoS on non-combatant evacuation issues. Reviews and comments on Emergency Action Plans or U.S. Foreign Service posts within the USEUCOM

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

AOR. Receives, inventories and transfers DoS Emergency Action Plans for HQ EUCOM staff (CJCSI 3110.01, Joint Pub 5-03.1).

- During contingencies, supports USEUCOM crisis action planners and advises USCINCEUR on contingency operations (CJCSI 3100.01).
- Participate as member of USEUCOM NEO Working Group and coordinates with Allies on NEO planning issues.
- Participate in ECJ3 Operational Planning Group (OPG), ECJ3 Crisis Planning Group (CPG) and other command planning groups as required.
- Participates as members of USEUCOM Deployable Joint Task Force Augmentation Cell (DJTFAC).
- Provides planning support to ECJ37 and participates in U. S. exercises (JTF series).
- Interfaces with ECCS-OR on study and simulation matters affecting deliberate planning and mid- to long-range studies and analyses. Requests analysis and simulation support.
- Participates in Regional Engagement Activities (SecDef SEDM program).

2.5.4. NATO Forces Branch (ECJ5-P)

- Plans and coordinates changes in USEUCOM force structure levels and composition with the USEUCOM staff, and monitors the associated realignment of bases and installations with component commands, the JS, DoD, US Embassies and Diplomatic Missions and the host nation representatives in the AOR.
- Lead Agent for the coordination of US participation in NATO multinational HQs and reaction forces.
- Action office for issues concerning the Forces for Unified Commands document.
- Action office for coordination of EUCOM input to the NATO Defense Planning Questionnaire (DPQ). (DPQ Directive Memo).
- Lead Agent as directed for JS/OSD force structure studies.
- Responsible office for ED 56-12 "Dual Based Forces."

2.6. Strategy, Resources, and Congressional Affairs Division (ECJ5-S):

- Command focal point for the Joint Strategic Planning System. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17, ED 56-10).
- Command focal point for the development and implementation of U.S. National Security Strategy, Military Strategy, and USEUCOM Theater Strategy. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17, ED 56-10).
- Command focal point for the development and revision of all Allied/Joint/Service Doctrine. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17, ED 56-10).
- Command focal point for Joint Vision development and implementation. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17, ED 56-10).
- Command focal point and Program Manager for the USEUCOM Theater Security Planning System and JCS Theater Engagement Planning. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, CJCSM 3113.01, ED 56-17, ED 56-10).

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Command focal point for all aspects of the resource allocation process as it relates to the Planning, Programming, and Budgeting System. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, DODI 7045.7, ED 56-17, ED 56-10).
- Command focal point for the DUSD (AC&S) Advanced Concept Technology Demonstration Program. (ED 56-18).
- Command focal point for the EUCOM Requirements Generation System, and CINC Field Assessment Process. (ED 56-2, ED 56-19).
- Command focal point for the development and implementation of the USCINCEUR's Congressional Strategy. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17, ED 56-10).

2.6.1. Strategy Branch (ECJ5-S):

- Reviews, analyzes and assesses U.S. national strategy, policy, goals and objectives pertaining to the USEUCOM Area of Responsibility and its responsibilities to Allied Command Europe. Develops and implements the USEUCOM Theater Strategy. Oversees/leads the USEUCOM Strategic Issues Team. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Supervises Directorate activities related to long term joint planning issues such as National Military Strategy and National Military Strategy Document (NMSD). (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- USEUCOM POC for the development and revision of all Allied/Joint/Service Doctrine. USEUCOM representative on the Joint Doctrine Working Party and Allied Joint Operations Doctrine Working Group. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Recommends and develops USEUCOM positions on the Joint Strategic Planning System. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Formulates and staffs command reports and documents (e.g., Annual Report to the President and Congress, USCINCEUR's SECDEF Quarterly Report, etc.)
- Provides USEUCOM oversight for Joint Vision development and implementation. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Formulates and presents the Command Perspectives Briefing to distinguished visitors.
- USEUCOM liaison to the Armed Forces Staff College. (JPME Phase II).

2.6.2. Theater Engagement Branch (ECJ5-S):

- Program Manager for the USEUCOM Theater Security Planning System (TSPS). Leads command development of USEUCOM's Theater Engagement Plan (TEP). Oversees/leads the USEUCOM Engagement Issues Team. (CJCSM 3113.01, ED 56-10).
- Program Manager for policy aspects of the development of and modifications to the USEUCOM and the JCS TEP Management Information System. (CJCSM 3113.01, ED 56-10).
- Responsible for "regional engagement/presence" Joint Warfare Capabilities Assessments (JWCA) including staffing, coordination and command advocacy. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Coordinates component staff input to USCINCEUR in preparation for CJCS CINC Conferences.
- Formulates and presents the Command TSPS Briefing to distinguished visitors.
- Coordinates command position and participation in annual Global War Game at NWC.
- Directorate point of contact for Crisis Action Team support to the ETCC. (ED 55-17).
- Directorate point of contact for Deployable Joint Task Force Augmentation Cell issues and initiatives.

2.6.3. Resources Branch (ECJ5-S):

- Leads command participation in the resource allocation process. Interfaces with component, Joint Staff and DoD in all aspects of Planning, Programming and Budgeting System (PPBS) activities. Oversees/leads the USEUCOM Program/Budget Issues Team. (DoD Reorganization Act, JCS MOP 7, DODI 7045.7, CJCSI 8501.01, ED 56-17).
- Prepares and submits to the CJCS/SECDEF USCINCEUR's Integrated Priority List. Identifies key problem areas that require the attention of the SECDEF to find solutions. (DODI 7045.7, CJCSI 8501.01, ED 56-17).
- Reviews, analyzes, assesses and offers alternative to component, military department and DoD agency Program Objective Memorandums to ensure projected expenditure of resources provide capabilities required by USCINCEUR to complete assigned missions. (CJCSI 8501.01, ED 56-17).
- Reviews, analyzes and assesses Program Budget Decisions and develops Major Budget Issues. Formulates and recommends USEUCOM positions to validate and/or restore funding to key programs. (CJCSI 8501.01, ED 56-17).
- Reviews, analyzes and assesses the adequacy of the Budget Estimate Submission. Highlights deficiencies in force capabilities and prepares supporting rationale for defending desired positions/changes. (CJCSI 8501.01, ED 56-17).
- Prepares USCINCEUR Defense Resource Board positions and presentations. (CJCSI 8501.01, ED 56-17).
- USEUCOM POC for Joint Warfare Capabilities Assessments and the Joint Requirements Oversight Council. Prepares USCINCEUR's input to the Chairman's Program Assessment and the Chairman's Program Recommendation. (JCS MOP 7, CJCSI 8501.01, ED 56-17).

2.6.4. Requirements Branch (ECJ5-S):

- Provides oversight for Command Sponsorship of Advanced Concept Technology Demonstrations (ACTD) and provides command input on the DUSD (AC&S) ACTD Program to OSD, the JROC, and the Joint Staff. (OSD ACTD Master Plan, ED 56-18).
- Initiates, coordinates, and submits near-term theater military requirements on behalf of the CINC to DUSD (AS&C) which may be satisfied by a technological solution through the ACTD Program. (OSD ACTD Master Plan Appendix 1, ED 56-18).
- Initiates and coordinates EUCOM sponsorship activities for selection of ACTD fiscal year "new starts" of interest to the theater. (ED 56-18).

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Advises, reviews, and coordinates activities related to the successful execution of individual ACTD programs in conjunction with the sponsoring directorate. (OSD ACTD Master Plan Appendices 2, 3, & 4, ED 56-18).
- Represents EUCOM interests on the ACTD selection, demonstration, assessment, and transition to acquisition processes to DUSD (AS&C), Joint Staff, and other CINCs. (ED 56-18).
- Coordinates requests for theater support to other CINC ACTD programs. (ED 56-18).
- Represents EUCOM interests to JFCOM Joint Experimentation Program in terms of requirements generation, demonstration, and assessment.
- Command focal point for Mission Needs Statements (MNSs), Capstone Requirements Documents (CRDs), and Operational Requirements Documents (ORDs) review. (CJCSI 3170.01, ED 56-2).
- Command focal point for the CINC Field Assessment (CFA) Process. (CJCSI 3451.01, ED 56-19).

2.6.5. Congressional Affairs Branch (ECJ5-S):

- Prepares and executes USCINCEUR's Congressional Strategy to include the Congressional Delegation Visits Plan (CODEL Engagement Plan), the Liaison Plan, the Testimony Plan, and the Appeals Plan.
- Oversees/leads the USEUCOM Congressional Issues Team. Monitors and responds to congressional activities, as required. Leads development of background papers and briefings on congressional issues. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Monitors congressional affairs and coordinates preparation of witnesses for testimony before Congress and follow-up actions. Coordinates USEUCOM activities to prepare command witnesses for testimony before Congress. Prepares key personnel for visits to Congressional members. Prepares opening statements. Coordinates and compiles answers to Congressional questions for the record/inserts for the record. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Analyzes and assesses appropriations and authorization 'marks-ups' and bills, and submits appeals to mark-ups that have a negative impact on USEUCOM. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Oversees/facilitates Congressional and staff visits to theater. Oversees USEUCOM Congressional Briefing Teams. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).
- Prepares/reviews command correspondence responding to Congressional concerns and inquiries. (DoD Reorganization Act, JCS MOP 7, CJCSI 8501.01, ED 56-17).

2.7. Treaty and Threat Reduction Division (ECJ5-T).

- Co-chairs, with SHAPE, the Joint Theater Surety Management Group (JTSMG) Allied Command Europe's forum for Nuclear Security and Survivability. (ED 60-12)
- Represents JTSMG as advisors for nuclear surety to the NATO High Level Group (HLG). (ACE Dir 80-6, Vol II, Part II)
- Ensures USEUCOM, NATO and U.S. government plans, strategies and security policies

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

reflect theater arms control limitations and prospects

- Develops and reviews recommendations into USCINCEUR positions/requirements for the CP portion of the Joint Warfighting Capability Assessment (JWCA) and the Joint Requirements Oversight Council (JROC). (CJCSI 3110.01B (JSCP))
- Develops policies and plans to implement USCINCEUR's strategy to counter the proliferation or use of weapons of mass destruction in a continuous on-going process across the spectrum of conflict, from peace to post-hostilities (CJCSI 5113.02, CJCSI 3110.01B (JSCP), CJCS CONPLAN 0400)
- Develops policy and plans for theater nuclear warfare. Integrates nuclear weapons into NATO plans and conducts bilateral and multinational negotiations related to these weapons on behalf of the U.S. Formulates theater policy and plans for the allocation, deployment and modernization of theater nuclear weapons and forces. (Joint Pub 0-2, Unified Command Plan, CJCS 3110.01B (JSCP), Annual Stockpile Memorandum)
- Develops nuclear safety, security, and survivability policies for all U.S. theater nuclear weapons. (DoD Dir. 5210.41, DoD Dir.-C 5210-41M, CJCSI 3110.01B (JSCP), ED 60-12)

2.7.1. Arms Control Branch (ECJ5-T):

- Analyzes arms control issues that will affect USEUCOM force structure, operations, training, logistics and intelligence interests.
- Monitors and executes all arms-control related actions necessary for U.S. compliance with the Vienna Document (VDOC99) Agreement. (CJCS Instruction 2320.01).
- Carries out executive agent functions concerned with implementing the Treaty on Conventional Armed Forces in Europe. (CINCEUR OPLAN 4324-91, CJCS MSG 022102Z JUL 91).
- Monitors compliance with other arms control agreements/treaties, to include the Intermediate Range Nuclear Forces (INF) Treaty, START OPEN SKIES, Chemical Weapons Convention, etc.
- Monitors/provides USEUCOM positions to ongoing arms control negotiations that may affect this AOR.
- Analyzes coordinates/proposes positions and policies for USCINCEUR regarding theater conventional or nuclear arms control initiatives (e.g., confidence and security building measures or unilateral reduction decisions).
- Represents USEUCOM coordinated arms control positions to the Joint Staff and the appropriate negotiating delegation (e.g., USDEL to Forum for Security Cooperation (FSC) or USDEL NATO).
- Monitors ongoing theater (e.g., FSC) or international (e.g., UN) arms control negotiations that may affect the USEUCOM AOR, keeps the USEUCOM/Component staff informed and accesses the security impacts of measures being tabled.
- Ensures USEUCOM, NATO and U.S. government plans, strategies and security policies reflect theater arms control limitations and prospects. Participates in working groups and applicable "review processes."
- Monitors the viability of new or ongoing agreements from political/security standpoint; recommends USEUCOM position.

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Develops theater policy and plans for implementation of all arms control agreements, notably CFE, CSBM, INF, CWC and OPEN SKIES. (OSD Memo).
- Coordinates and participates in air and ground base visits, observations and seminars in accordance with Vienna Document and applicable Joint Staff directives. (CJCS INSTRUCTION 2320.01).
- Coordinates and develops theater input to U.S. Annual Vienna Document (VD) information exchanges, calendars of military activities and notifications of activities. (CJCSI 2320.01).
- Manages the notification architecture to support Treaty notifications of activities. (USCINCEUR 4324-91).
- Executes CINCEUR implementation of the Conventional Forces in Europe (CFE) Treaty. (CJCS MSG 022102Z JUL 91).
- Prepares, coordinates and updates, implementation planning for arms control agreements.
- Supports Defense Threat Reduction Agency (DTRA) in monitoring compliance with INF Treaty by the participating successor states to the former Soviet Union. Considers impact of future force structure decisions of U.S. on INF Treaty compliance. (CINCEUR 4336-88).
- Represents CINC USEUCOM at Interagency Working Group/Compliance Review Group meetings in Washington D.C.
- Represents CINC USEUCOM in Vienna and Brussels at respective NATO/OSCE treaty information exchanges.
- Represents USEUCOM at OSD, International, and Component Arms Control Conferences.
- Manages Compliance Monitoring Tracking Systems (CMTS) for EUCOM Theater. Represents USCINCEUR on DOD CMTS Configuration Control Board meetings. (USCINCEUR 4324-93).
- Generates, reviews and submits all Treaty required information exchange and data notifications. Reviews, modifies and approves all data generated by Component Commanders.
- Represents USG on NATO School Data Exchange course development. Serve as instructors to international Information Exchange course.

2.7.2. WMD/CP Branch (ECJ5-T):

- Develops policies and plans to implement USCINCEUR's strategy to counter the proliferation and/or use of weapons of mass destruction in a continuous on-going process across the spectrum of conflict, from peace to post-hostilities. (CJCSI 5113.02, CJCSI 3110.01B (JSCP), CJCS CONPLAN 0400).
- Develops and maintains USEUCOM CONPLAN 0400, Counter Proliferation of Weapons of Mass Destruction. (CJCSI 3110.01B, (JSCP), CJCS CONPLAN 0400).
- Develops and maintains USEUCOM FUNCPLAN 4299, Response to Chemical, Biological and Radiological Incidents. (CJCSI 3214.01).
- Develops and reviews recommendations for CINCEUR positions/requirements for units and equipment to support the CP missions. (CJCSI 3110-01B (JSCP)).
- Develops and reviews recommendations for USCINCEUR positions/requirements for the deterrence/counterproliferation portion of the Joint Warfighting Capability Assessment (JWCA) and the Joint Requirements Oversight Council (JROC). (CJCSI 3110.01B (JSCP)).

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Provides counterproliferation weapons and system-related input to USCINCEUR Integrated Priority List (IPL) submission. (CJCS CONPLAN 0400, CJCSI 5113.02).
- Maintains staff oversight for policy, plans and/or coordination of all NBC defense matters for USEUCOM through interface with the Joint Staff, OSD, DoS, SHAPE, the military services, the other CINCs, and component command staffs. (CINCEUR-designated Chemical Officer).
- Manages all issues regarding theater NBC defense posture, policies, and plans.
- Manages all issues regarding theater Consequence Management (CM) posture, policies, and plans.
- Serves as co-chairman of the USEUCOM Consequence Management Working Group.
- Assist in developing NATO counterproliferation requirements and in executing host nation coordination.
- USEUCOM POC for Theater Missile Defense Shared Early Warning policy and implementation of Shared Early Warning initiatives within the AOR.
- USEUCOM POC for Theater Air and Missile Defense (TAMD) policy and requirements.
- Primary USEUCOM Sea, Air, and Space Superiority (SASS) JWCA/JROC representative.
- Develops and reviews recommendations into USCINCEUR positions/requirements for the TAMD portion of the JWCA and JROC.
- Provides SASS input to USCINCEUR IPL submissions.
- Manages the operational management and assessment processes associated with the Joint Biological Remote Early Warning (JBREWS) and Counterproliferation 2 (CP-2) Advanced Concept Technology Demonstrations (ACTDs).
- US representative to NATO Panel on Air Defense Philosophy.

2.7.3. Nuclear Policy Branch

- Develops and reviews recommendations on USCINCEUR positions/requirements for units and equipment to support NATO nuclear mission. (CJCSI 3110.01B (JSCP))
- Performs Nuclear Weapons Requirement Studies. Develops USCINCEUR positions/requirements for units and equipment to support NATO nuclear mission. (CJCSI 3110.01B (JSCP))
- Develops policy and plans for theater nuclear warfare. Integrates nuclear weapons into NATO plans and conducts bilateral and multinational negotiations related to these weapons on behalf of the U.S. Formulates theater policy and plans for the allocation, deployment and modernization of theater nuclear weapons and forces. (Joint Pub 0-2, Unified Command Plan, CJCS 3110.01B (JSCP), Annual Stockpile Memorandum)
- Develops and reviews recommendations on USCINCEUR positions/requirements for units and equipment to support NATO nuclear mission. (CJCSI 3110.01B (JSCP))
- Develops and maintains CONPLAN 8044, CINCEUR Support to OPLAN 8044. (CJCS 3110.01B (JSCP) USCINSTRAT OPLAN 8044)
- Provides nuclear weapons and system-related input to CINCEUR Integrated Priority List (IPL) submission. (CJCSI 5115.03)
- Develops and reviews recommendations on USCINCEUR positions/requirements for the deterrence portion of the Joint Warfighting Capability Assessment (JWCA) and the Joint Requirements Oversight Council (JROC). (CJCSI 3110.01B (JSCP))

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Member of the CINCEUR Nuclear Battle Staff, activated during increased Defense Conditions, representing J5 pol/mil and providing CINCEUR policy guidance on Theater Nuclear Options via the adaptive planning process. (SM55-1)
- Provides nuclear plans and policy expertise to EUCOM and SHAPE exercises, including the annual ABLE ALLY series.
- Conducts USEUCOM liaison with SHAPE Special Weapons Branch, the Joint Staff, OSD, and other Unified Commanders on nuclear plans and policy.
- Conducts Staff Assistance Visit of nuclear capable units (ACE 80-6)

2.7.4. Nuclear Surety Branch

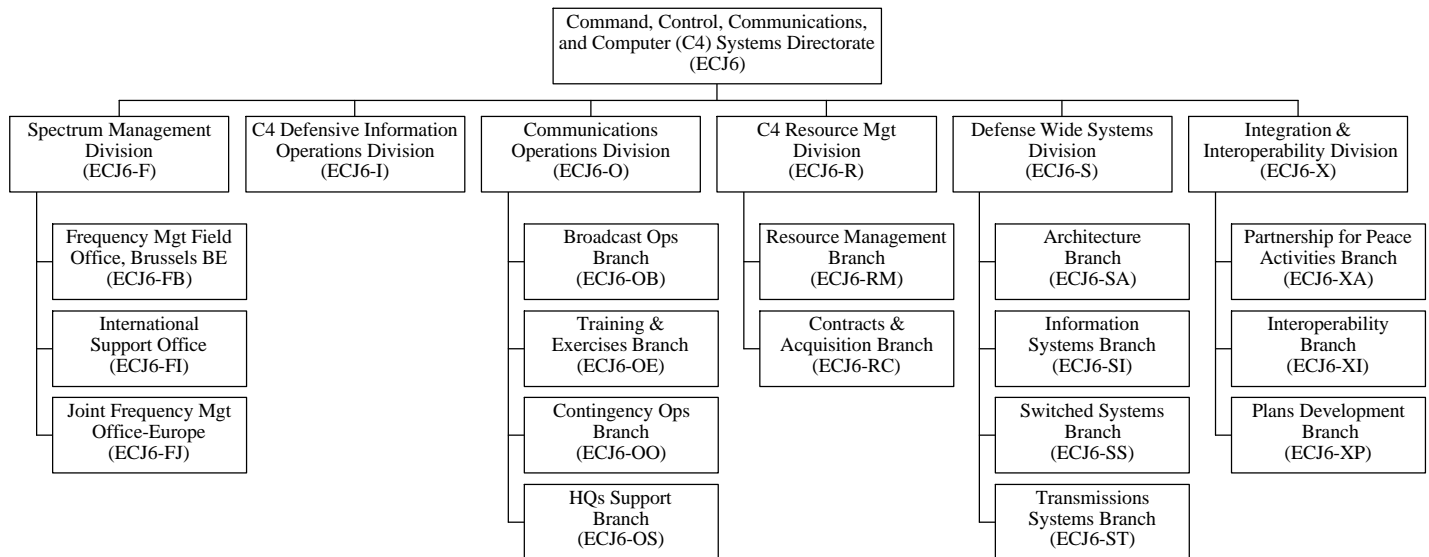
- Develops nuclear safety, security, and survivability policies for all U.S. theater nuclear weapons. (DoD Dir. 5210.41, DoD Dir.-C 5210-41M, CJCSI 3110.01B (JSCP), ED 60-12)
- Serves as the USEUCOM voting member and Executive Secretary for the Joint Theater Surety Management Group (JTSMG), Allied Command Europe's forum for nuclear surety policy coordination. (ACE Dir. 80-6 Vol. 2, Part II)
- Develops policies and plans for emergencies involving nuclear weapons. (DoD DIR. 5210.41, CJCS Recovery Plan, ACE 80-6, CJCSI 3110.01B (JSCP), CJCSI 3150.04, CINCEUR CONPLAN 4348, CINCEUR CONPLAN 4367)
- Develops USEUCOM policy, procedures and responsibilities for control and reporting of accidents or incidents involving nuclear weapons. (CJCSI 3150.3, DOD DIR. 3158.08, DoD Manual 3150.8-M, CINCEUR CONPLAN 4367, ED 60-12)
- Monitors USEUCOM nuclear stockpile status and stockpile emergency verifications (CJCSI 3150.04)
- Represents USEUCOM on the DoD Nuclear Weapons System Safety Group. (CJCSI 3150.02, DOD DIR. 3150.02)
- Ensures compliance with nuclear safety requirements; promulgates DoD weapon system safety rules. (DoD Dir. 3150.2, ACE Dir 80-6)
- Represents USEUCOM on the B61 Project Officer Group and B61 Executive POG.
- Conducts Staff Assistance Visits of nuclear units; participates in Nuclear Surety Inspections (ACE 80-6; ED 125-4)
- Helps plan curriculum and instructs the Nuclear Surety Management course at the NATO school
- Serves as principal HQ USEUCOM agency for international agreements and arrangements on custody, storing, security and safety of U.S. nuclear weapons, and nuclear weapon accident/incident control. (NSAM 197, JCSM 781-63) (Bilateral Agreements)
- USEUCOM's representative to the DoD Non-Strategic Nuclear Force Security and Survivability (NSNFS2) Program. (DOD DIR. 3150.3)
- Implements CINCEUR's responsibilities for evaluation and certification of nuclear weapon storage sites and attainment of nuclear operational capability by user nation delivery units. (ED 60-12; CJCSI 3110.01B, (JSCP))
- Works with SHAPE to ensure ACE and NATO adoption of U.S. nuclear surety criteria for NATO nuclear weapons sites and assists SHAPE in formulating site requirements. (ACE Dir 80-6, DoD 5210.41M)

Appendix W
Plans and Policy Directorate (ECJ5)
Organization and Functions

- Develops procedures for alerting custodians, security forces, and HQs to threats to the security of nuclear weapons at nuclear sites. (DOD DIR. 3150.03, CJCSI 3150.3)
- Monitors annual USAFE report to DoD on deviations to DoD nuclear weapon security standards. (CJCSI 3150.02, DOD DIR. 3150.02)
- Provides resident Sandia National Laboratories technical advisor support to theater nuclear weapons programs
- HQ USEUCOM office of primary responsibility for all Explosive Ordnance Disposal (EOD) plans and operations. Develops command directives and policies on EOD operations. Provides technical advice to the command on EOD capabilities, requirements, and organization. (ED 56-6)
- Performs staff oversight of all EOD unit and staff operations. Coordinates and tasks all joint EOD operations within USEUCOM's AOR. (ED 56-6)
- Plans and coordinates all aspects of EOD participation and support to the USEUCOM Humanitarian Demining Program. (ED 55-8)
- Serves as the USEUCOM representative to the NATO EOD Working Group and for all NATO EOD operations and staffing actions. (ED 56-6)

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

Command, Control, Communications, and Computer Systems Directorate (ECJ6).



1. Mission: Provide the policy, plans, programs, and systems support to shape the C4 environment, ensuring information dominance and inter-operable C4ISR systems to enable USCINCEUR to prevent conflict, respond to crisis, prepare for combat, and, if required, fight to win.

2. Major Functions:

2.1. Office of the Director (ECJ6).

- Provides overall leadership, management, and direction to the ECJ6 staff and guidance on information systems to the USEUCOM staff.
- Coordinates negotiation of international telecommunications interconnect agreements and implements these agreements.
- Develops policy, plans and programs for improvements to command, control, communications and computer (C4) systems, networks and facilities.
- Develops and reviews telecommunications portions of war and contingency plans. Develops concepts and policies for U.S. participation in exercises.
- Develops plans and programs to support HQ USEUCOM Command Center facilities. Includes all phases from program planning through implementation.
- Serves as the USEUCOM theater interface with NATO on all military communications and electronics matters. Provides representation to NATO communications and issues; influences development of NATO C4 systems and standards; and assures combined C4 interoperability.

2.2. Defensive Information Warfare Division

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

- Ensures secure, timely, accurate and relevant information access to the Command, while denying adversaries the opportunity to exploit our information.
- Integrates all Information Dominance, Defensive Information Warfare and Information Operations procedures, processes, and capabilities into daily operations and missions of USEUCOM. Develops policy, provides guidance, and manages the Defensive Information Warfare Program in the European Theater.
- Provides J6 representatives to the HQ USEUCOM Command and Control Warfare (C2W) Board during contingencies and JTF exercises and chair the USEUCOM J6 IW-D Cell. Integrates all component IW-D principles, programs and procedures early in communications planning. Provides U.S. representation to NATO's Allied Communications and Computer Security Agency (ACCSA).
- Manages the Automated Information System (AIS) Security Program for USEUCOM, ensuring compliance to all DoD directives. Provides AIS security training, advice, and assistance to HQ USEUCOM staff. Ensures all command, control, communications, and computer protection capabilities are well integrated to optimize mission effectiveness across all military operations.
- Develops policy, provides guidance, and manages the communications security (COMSEC) program in the European Theater. Provides Theater TEMPEST policy oversight to component commands.
- Manages U.S. and Allied COMSEC electronic key management modernization programs for the European Theater.
- Provides USEUCOM Multilevel Security (MLS) and MISSI Program policy guidance and implementation.

2.3. Spectrum Management Division.

- Responsible for all U.S. Forces in Europe frequency spectrum policy. Plans, manages, and coordinates U.S. radio frequency spectrum requirements within the USEUCOM AOR. Develops theater policies, directives, and guidance to support operational requirements. Maintains direct interface with the Joint Staff, the U.S. Military Communications-Electronics Board, component commands, and allied military officials. Serves as U.S. representative to NATO Frequency Management Sub-Committee (NATO FMSC). Attends all NATO FMSC plenary meetings.

2.3.1. Joint Frequency Management Office, Europe (JFMO):

- Manages U.S. Forces Europe frequency spectrum. Serves as USEUCOM frequency assignment authority. Manages USEUCOM's temporary and permanent frequency database. Analyzes, evaluates, and resolves spectrum conflicts. Records, maintains, and validates the Theater Frequency Resource Records System (FRRS).
- Establishes Joint Task Force (JTF) policy on use of spectrum.
- Supports core personnel staffing requirements, deploying and establishing a frequency management cell in support of contingencies and all major JTF exercises. (EUCOM Directive (ED) 55-11, Joint Task Force Headquarters Policies, Procedures, and Organization)

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

- Develops and maintains Joint Restricted Frequency List. Assists in development, publishing, and maintaining Joint Communications Electronics Operating Instruction (JCEOI).
- Serves as primary USEUCOM frequency planner. Develops and implements JTF training plan. Develops JFMO training plan. Provides frequency manager to support the planning phase of contingency operations. Obtains/develops frequency allotment plans for areas of contingency operations.
- Serves as frequency management coordination /focal point for EUCOM components with other than NATO nations in the EUCOM AOR, to include Partnership-for-Peace (PfP) countries. Serves on USEUCOM/JTF Command and Control Warfare staffs.

2.3.2. International Support Office:

- Tracks all frequency supportability issues within FRG and all other non -NATO countries within USEUCOM AOR.
- Provides technical assistance to HQ USEUCOM and components on frequency management issues.
- Supports U.S. Embassies in Bonn and Berlin on German frequency management issues. Negotiates with German civil and military frequency management authorities to obtain frequency support for all U.S. communications systems deployed in Germany.
- Serves as the United States representative to German government frequency management forums.
- Coordinates frequency supportability actions (J/F-12) with European host nations (excluding NATO) for the JCS Joint Frequency Panel applications for introduction of new communications electronics transmission or receiving equipment into Theater.

2.3.3. Frequency Management Field Office, Brussels Belgium:

- Serves as U.S. representative to NATO FMSC working groups. Attends NATO FMSC plenary meetings.
- Coordinates/staffs ARFA issues throughout USEUCOM. Presents/documents U.S. issues to NATO FMSC in coordination with ECJ6-F.
- Serves as USEUCOM representative to NATO Advisory Group. Determines U.S. participation in NATO/civil spectrum management forums.
- Negotiates with all NATO (less Germany) civil and military frequency management authorities to obtain frequency support for all U.S. communications systems deployed in the USEUCOM AOR.
- Coordinates frequency supportability actions (J/F-12) with NATO host nations for the JCS Joint Frequency Panel applications for introduction of new communications electronics transmission or receiving equipment into NATO.
- Acts as U.S. representative to NATO for PG VIII Working Group.
- Supports Mil-to-Mil and Partnership for Peace Programs with frequency management resources and expertise.

2.4. Defense Wide Systems Division.

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

- Provides management oversight of the Defense Information Infrastructure (DII) in the European Theater. Develops and directs the implementation of policies, plans, programs, and operational procedures for DII C4 systems in the European Theater, e.g. DSN, DRSN, DISN, NIPRNET, SIPRNET, DEB, DMIP, DSIR; Military Satellite Communications (MILSTAR, DSCS, FLTSAT, UFO); HF; and other special interest circuits and networks. Oversees authority for Non-Strategic Nuclear Forces (NSNF) command, control, and communications (C3) systems in Europe.

2.4.1. Switched Systems Branch:

- Serves as principal advisor to the Director, Command, Control, Communications and Computers Systems Directorate for European voice, message, video and data switching systems.
- Ensures the operational responsiveness of strategic command and control networks in Europe. Responsible for Theater-wide management, policy, oversight, and performance of the Defense Switched Network (DSN), Defense Red Switch Network (DRSN), Data Networks, Defense Message System (DMS), video-conference systems, U.S.-allied telephone switch interface and compliance with the Joint Uniform Telephone Communications Precedence System.
- Directs the Theater DSN Precedence Management Program IAW CJCS 6215.01. Validates and approves component and HQ USEUCOM precedence subscriber requirements for the Defense Red Switch Network (DRSN) and the DSN. Additionally, monitors and ensures DSN grade of service IAW CJCS 6215.01 standards.
- Reviews and validates TSOs for all new theater long-haul circuits.
- Plans and integrates strategic systems support for deployment operations.

2.4.2. Transmissions/Network Control Branch:

- Manages all actions to improve the command and control (C2) transmission infrastructure in support of the U.S. Commander-in-Chief, Europe. Works directly with the Joint Staff, the military services, federal agencies and USEUCOM component commands, resolving transmission, monitoring and control systems communications support issues.
- Directly interfaces with USEUCOM military commands and NATO allies in the modernization, implementation, and integration of communications programs and projects in Europe, the Middle East and Africa.
- Establishes, issues, and enforces European Theater policy regarding review and validation of assigned circuit Telecommunication Service Priorities (TSPs).
- Exercises management of the Defense European Backbone (DEB).
- Responsible for policy, management, and operational efficiency of all satellite systems in Europe.
- Responsible for operational management and readiness of the NSNF C3 communications systems which support and maintain accountability of nuclear weapons in Europe.
- Plans and integrates space and satellite communications requirements for HQ USEUCOM and USCINCEUR, SHAPE. Closely coordinates all associated actions with USEUCOM component commands, the Defense Information Systems Agency, the Joint Staff, and NATO.

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

- Develops, reviews, and evaluates all theater space support/satellite systems and nuclear issues, plans, and publications.
- Develops concepts, policies, and requirements for high frequency (HF) assets within the European Theater to include DII HF entry.
- Establishes, issues, and enforces European Theater policy as Integrated Digital Network Exchange (IDNX) Bandwidth Manager.
- Sets policy on transmission/network management systems in the European Theater.

2.5. Communications Operations Division :

- Determines, plans, programs, and implements the command, control, communications, and computer (C4) programs and systems necessary for the peacetime stationing and training of U.S. forces assigned to USEUCOM and their effective deployment under U.S., NATO or allied command.

2.5.1. Current Operations Branch:

- Prepares, reviews, and coordinates concepts and policies for USEUCOM tactical (non-strategic) C4 systems. Manages all theater tactical satellite communications resources.
- Provides the Joint/Combined Task Force (J/CTF) ECJ6 (and staff as necessary) for USCINEUR directed contingency operations.
- Directs C4 systems support for crises, contingencies, or emergency situations, including operational concept and policy formulation and C4 system resource requirements processing and associated operational guidance. Formulates ECJ6 Battle Staff procedures. Determines requirements/submit JCS-controlled communications assets requests for Theater use. Directs non-organic tactical communications assets employment, extending Defense Information Systems Network service to areas of operations not provided. Determines and directs frequency/COMSEC support for crises, contingency, or emergency situations.
- Plans and implements ECJ6 participation in selected U.S., NATO, and combined exercises. Provides C4 systems concepts and policies for operational exercises (U.S./NATO), including preparation or review of communications annexes and Master Scenario Events List (MSEL). Processes requirements for telecommunications resources. Monitors and evaluates the effectiveness of communications exercises.
- Prepares C4 systems annexes to USCINCEUR war, evacuation, disaster relief, and contingency plans; reviews supporting operation plans/orders; and directs and monitors their implementation. Evaluates the adequacy of and operational feasibility of providing, telecommunications support called for in current joint war plans and emergency, contingency, and crisis operation plans submitted by DoD agencies, other combatant commands and NATO. Recommends or initiates corrective action.
- Provides USEUCOM C4 systems deliberate planning, to include: the USCINCEUR C4ISR architecture, Joint Strategic Planning System (JSPS), Integrated Priority List (IPL), and Planning, Programming, and Budgeting System (PPBS) actions.
- Reviews and drafts mission needs statements (MNS) for C4 requirements. Develops theater positions on C4 interoperability and architectures. Manages the CINC Command and Control Initiatives Program (C2IP) and the CINC Initiatives Fund (CIF) Program for USEUCOM.

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

- Coordinates the USEUCOM effort to develop then process to integrate DoD, theater, and service sponsored C4I systems into a unified C4I network to meet joint war fighters' information requirements through the development of C4ISR operational, systems and technical architecture.
- Coordinates negotiation of international tactical C4 systems agreements and implements these agreements. Responsible for Theater C4 systems rationalization. Introduces C4 systems equipment into theater and negotiates host nation supportability agreements. Coordinates C4 systems portion of the USEUCOM Military-to-Military (bilateral) contact program. Reviews all U.S. technology transfer actions.

2.5.2. Plans Branch:

- Coordinates C4 systems issues among U.S., NATO, NATO member, and allied/coalition nations. Serves as USEUCOM Theater interface with NATO on all military C4 systems matters; provides USEUCOM representatives to NATO C4 systems activities. Develops USEUCOM positions on the NATO Air Command and Control System (ACCS) Program, C3 for multi-
- Plans/administers the CJCS-directed Military-to-Military contact Program and the Partnership for Peace (PfP) C4 Interoperability Program with Eastern European nations.

2.6. C4I Networks Division:

- Provides command, control, communications, computer, and intelligence (C4I) automation support to USCINCEUR, HQ USEUCOM, European Theater Command Center, Component command and Joint Task Force Readiness Center (JTFRC) users in garrison, remote and deployed locations.
- Responsible for life cycle management of C4I automation systems including Global Command and Control System (GCCS), GCCS-TOP SECRET (GCCS-T), Global Combat Support System (GCSS), Command Center systems, headquarters Defense Messaging System (DMS), NATO and Partnership for Peace (PfP) systems, and local area networks, both classified and unclassified. USEUCOM technical OPR for joint/theater GCCS, GCCS-T and GCSS issues.
- Provides resource management for the Director, ECJ6.

2.6.1. C4I Systems Resource Management Branch:

- Develops Command Operating Budget (COB), financed and unfinanced fund requirement (UFR) forecasts/submissions. Certifies and controls: ECJ6 operation and maintenance (Army) funds, European Theater CINC Initiative Fund (CIF) budget, C2 Initiatives Program (C2IP) budget, and PfP budget.
- Serves as USEUCOM authority for C4I systems acquisition/procurement. Acquires and manages C4I systems contracts for ECJ6.
- Manages ECJ6 government property accountability, Internal Management Control Program, and Joint Manpower Program (Federal Civil Service).

2.6.2. C4I Systems Plans Branch:

Appendix X
Command, Control, Communications, and Computer Systems Directorate (ECJ6)
Organization and Functions

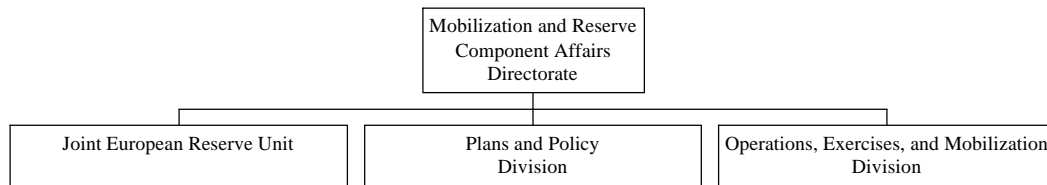
- Provides plans, policy, and life cycle management of C4I automation systems and serves as USEUCOM primary point of contact for joint C4I automation systems/requirements issues.
- Develops USEUCOM C4I automation architecture, technical concepts of operations (CONOPS) and policies, Integrated Logistics Support Plans, Continuity of Operations Plans (COOP), and configuration management policy.
- Develops and manages C4I automation budgets, to include submissions to Program Objective Memorandum (POM), UFRs, C2IP. Manages European Command Center Program (ECCP) and develops/coordinates Theater Systems Integration Office work plans.

2.6.3. C4I Operations Branch:

- Manages HQ USEUCOM, JTFRC, and MARFOREUR C4I networks and systems and HQ USEUCOM segments of joint/ allied/coalition networks and systems. Provides C4I systems support including engineering and integration, hardware/software maintenance, database management, web site development and operation, briefing and display systems and video tele-conference.
- Provides 24-hour network operations center and HELP desk. Conducts user training. Implements C4I security policy and manages C4I systems configuration management program.
- Manages 24-hour C4I systems network operations center for all C4I systems supporting the HQ USEUCOM Command Center, including GCCS, GCCS-Top Secret (GCCS-T), and HQ USEUCOM Unclassified and Secret Local Area Networks.
- Serves as Information Systems Security Office for HQ USEUCOM C4I Network. Implements associated network security procedure.
- Manages HQ USEUCOM C4I systems Configuration Management Program.
- Plans and conducts HQ USEUCOM technical user C4I systems training. Coordinates with ECJ3, ensuring similar functional user training.

Appendix Y
Mobilization and Reserve Component Affairs Directorate (ECRA)
Organization and Functions

Mobilization and Reserve Component Affairs Directorate (ECRA).



1. Mission: Facilitate the integration and utilization of the Reserve Components (RC) throughout all USEUCOM commands to support the achievement of CINCEUR's mission priorities.

2. Major Functions:

- The Director, ECRA, serves as the principle RC advisor to the CINC and makes recommendations on the effective integration of RC personnel and assets.
- Maintains, coordinates, and effects liaison with various staffs and agencies to include Office of Secretary of Defense for Reserve Affairs, Assistant to the CJCS(National Guard and Reserve Matters), Reserve Force Policy Board, theater service components, services headquarters, and service reserve components headquarters to optimize RC programs.
- Initiates programs that maximize RC effectiveness in support of theater mission requirements.
- Assists ECJ1 with identifying, validating, and documenting RC requirements.
- Manages the USEUCOM RC augmentation program to include:
 - Management of the Joint European Reserve Unit (JERU)
 - Processing RC assignments, details, and transfers
 - Tracking annual training and inactive duty training accomplishment
 - Managing RC funds, when provided by the service reserve components, to support theater personnel requirements, including short additional active duty tours
 - Processing personnel actions for assigned RC members
- Maintaining the JERU web page
- Providing comparison and feedback on RC manning and assignment documents against the joint table of mobilization distribution (JTMD)
- Assists in the review of RC full time support model for USEUCOM; ensures joint table of distribution (JTD) accurately reflects requirements; ensures service authorization documents reflect JTD requirements; coordinates with services for corrections to authorization documents.
- Reviews RC full time support model for directorate; ensures JTD accurately reflects requirements; ensures service authorization documents reflect JTD requirements; coordinates with services for corrections to authorization documents.
- In coordination with the USEUCOM staff, integrates RC capabilities and assets into USEUCOM processes, systems, procedures, and policies through review and recommendations regarding CINC plans, policies, and publications.

Appendix Y
Mobilization and Reserve Component Affairs Directorate (ECRA)
Organization and Functions

- In coordination with the USEUCOM staff, integrates reserve force capabilities and assets into USEUCOM planning, programming, and budgeting system (PPBS) processes.
- Coordinates with the theater service component to ensure that RC requirements are articulated in the appropriate service PPBS processes, including the development of the theater component input into the services' programs.
- In coordination with the USEUCOM staff, integrates the RC into USEUCOM plans, policies, procedures, and doctrine by participating in the development, review and recommendation of OPLANS, CONPLANS, campaign plans, regional plans and mobilization plans.
- In coordination with ECJ5, reviews and provides RC input to USEUCOM's theater security plans, theater engagement plans, theater strategic vision, annual theater posture statement to Congress, and preparation for the CINC's annual congressional testimony.
- Researches and prepares RC specific background and current issues papers for USEUCOM staff and service components, military attaché offices, and other senior DOD, military, congressional and ambassadorial personnel within the theater.
- Participates in the joint strategic planning system (JSPS) process to ensure that RC integration is captured in the various plans produced by the Joint Staff and forwarded to USEUCOM for review.
- Plans and coordinates conferences, meetings, and other fora for the purpose of making recommendations to the CINC and staff regarding the integration and utilization of RC capabilities and assets into EUCOM plans, policies, and procedures.
- Develops and provides RC statistical usage reports for the CINC, staff, and other agencies, as appropriate.
- Develops and maintains a long-range plan for the assessment and analysis of USEUCOM to exercise and contingency planning; employment of in-theater RC personnel; overseas deployment training; engagement activities and resources.
- Monitors RC participation/execution in USEUCOM's Partnership for Peace (PfP) & In-Spirit-Of (ISO) PfP programs and initiates actions to enhance program effectiveness.
- Provides policy oversight for the National Guard's (NG) State Partnership Program (SPP) to ensure effective program execution.
- Develops, coordinates, publishes and periodically revises the SPP Stockholders Report.
- Manages the financial and manpower resources assigned to the directorate.
- Prepares ECRA budget and POM submission

Appendix Z
Security Assistance Organizations (SAOs)
Organization and Functions

Security Assistance Organizations (SAOs).

1. Mission. To represent U.S. defense interests in host country by managing U.S. security assistance programs, supporting cooperative armaments programs, coordinating host nation support, conducting joint planning and acting as liaison for other defense matters of mutual concern under the authority of Part II of the Foreign Assistance Act (FAA) of 1961 as amended, and under the provisions of the Arms Export Control Act (AECA), formerly the Foreign Military Sales Act (FMSA). SAOs in the USEUCOM are called Offices of Defense Cooperation (ODC).

2. Major Functions:

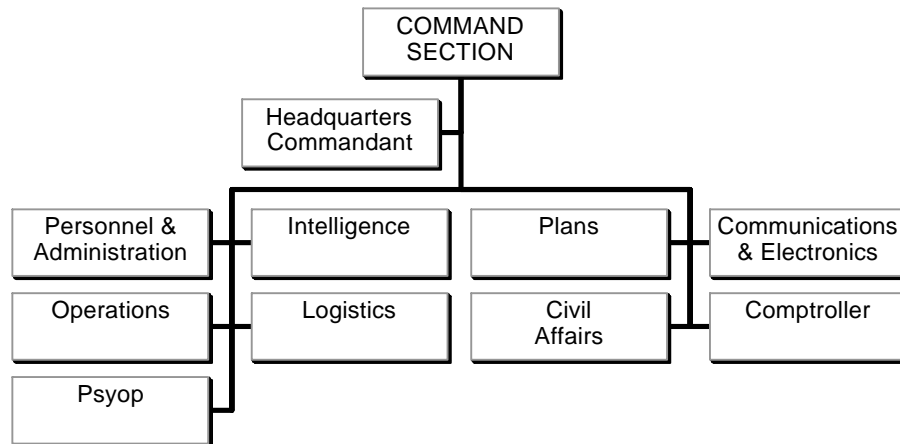
- Manages training programs (including International Military Education and Training (IMET)) (DoD 5105.38-M). Monitors in-country Security Assistance programs (DoD 5105.38-M). May include the management of equipment and services Foreign Military Sales (FMS) cases (DoD 5105.38-M).
- Evaluates host government's military capabilities and requirements (DoD 5105.38-M).
- Provides administrative support for Security Assistance programs (DoD 5105.38-M).
- Promotes Rationalization, Standardization, and Interoperability (RSI) and other armaments cooperation measures (DoD 5105.38-M).
- Provides liaison functions (exclusive of advisory and training assistance) (DoD 5105.38-M).
- Acts as the U.S. Defense Representative (USDR) when assigned (ODC Turkey only) (DoD 5105.38-M).
- Performs other functions, depending on country-peculiar circumstances, such as:
 - (1) Military-to-military contact activities,
 - (2) Exercises,
 - (3) Humanitarian Assistance activities, and
 - (4) Defense Cooperation in Armaments (DCA) activities.

3. Security Assistance Organizations:

Albania	France	FYROM (Macedonia)	Senegal
Austria	Georgia	Moldova	Slovakia
Belgium	Germany	Morocco	Slovenia
Bosnia	Greece	Netherlands	South Africa
Botswana	Hungary	Nigeria	Spain
Bulgaria	Israel	Norway	Tunisia
Croatia	Italy	Poland	Turkey
Czech Republic	Latvia	Portugal	Ukraine
Denmark	Lebanon	Romania	United Kingdom
Estonia	Lithuania	Russia	

Appendix AA
Special Operations Command Europe/Command Section
Directorate for Special Operations (EC SO)
Organization and Functions

**Special Operations Command Europe/Command Section (SE001)
Directorate for Special Operations (EC SO)**



1. Mission: Plan, prepare for, and when directed, conduct special operations in general war contingencies in support of USCINCEUR and SACEUR. Dual hatted as the USEUCOM DIRECTORATE FOR SPECIAL OPERATIONS (EC SO)

2. Major Functions:

- Provides administrative and logistical support to all assigned or attached personnel. (Joint Pub 3-05)
- Develops a control element capable of rapidly deploying and subsequently conducting operations from an austere support base. (Joint Pub 3-05)
- Conducts focused threat analysis and area studies with information gained from all-source intelligence. (Joint Pub 3-05)
- Conducts mission analysis and develops staff estimates. (Joint Pub 3-05)
- Reviews and develops OPLANs and CONPLANs and coordinates with appropriate Unified and Specified Commands. (Joint Pub 3-05)
- Develops and updates annual Joint Training Plan. (Joint Pub 3-05)
- Establishes inter-service logistics requirements. (Joint Pub 0-2)
- Conducts periodic OPSEC review of assigned forces and Headquarters activities. (Joint Pub 3-05)
- Interacts with non-DoD and DOD agencies and certain foreign unit commanders (when authorized) on intelligence, operations, training, and logistic and policy matters
- Develops, coordinates and maintains Command Arrangement Agreements (CAA), Memoranda of Understanding (MOU) and other similar support agreements with the Services and other agencies as required. (Joint Pub 3-05)

Appendix AA

Special Operations Command Europe/Personnel and Administration Directorate (SE100)
Directorate for Special Operations (ECSO)
Organization and Functions

**Special Operations Command Europe/ Personnel and Administration Directorate (SE100)
Directorate for Special Operations (ECSO)**

1. Mission: Serves as principal staff advisor to COMSOCEUR on all policies and procedures pertaining to manpower, personnel, and administration.

2. Major Functions:

- Manages and coordinates all administrative and personnel policies, procedures and services for HQ SOCEUR and subordinate OPCON units, to include: manpower and personnel resource manager (requisitioning, assignment, moving and departing personnel), civilian personnel position manager and civilian liaison (ED 55-12)
- Develops, plans and executes the command budget programs. (ED 55-12) Note: This function is currently being performed by SOJ8. This function should be deleted from SE100 upon approval of SOJ8 positions under joint manpower program.
- Establishes and operates the Headquarters Internal Control Program, Public Affairs and Protocol functions. (DoD 5010.38, ED 50-8)
- Develops administrative/personnel annexes for SOCEUR OPLANS, CONPLANS, LOI and movement orders for contingency and actual deployment in support of COMSOCEUR, COMJSOTF and USEUCOM exercise and mission requirements. (Joint Pub 3-05)
- Coordinate Reserve Affairs for drilling reservists and IMA personnel
- Validate requests for Individual Augmentation for Special Operations Forces (SOF) in support of USCINCEUR and its components. Coordinates validation and fill of positions with ECJ1 and USSOCOM (ED 55-12, CJCSI 1301.01A)
- On order, establishes JTF-J1 or JSOTF-J1. Primary responsibilities include: establish Joint Manning Document, maintain personnel accountability – submission of Joint PERSTSAT, casualty reporting, replacement operations, mail, and Morale, Welfare and Recreation Program (ED 55-12, Joint Pub 5-00.2, and Joint Pub 1-0)

Appendix AA
Special Operations Command Europe/Intelligence Directorate (SE200)
Directorate for Special Operations (ECSO)
Organization and Functions

Special Operations Command Europe/Intelligence Directorate (SE200)
Directorate Special Operations (ECSO)

1. Mission: Manages the intelligence security, intelligence analysis, and intelligence data processing activities for Special Operations Command Europe (SOCEUR), including all assigned and attached units. Provides intelligence interface with the national, theater, and foreign intelligence communities.

2. Major Functions:

- Articulates all-source intelligence collection requirements to support special operations (SO).
- Acquires ground, missile, air, naval and electronic orders of battle supporting SO in USCINCEUR area of responsibility.
- Provides current intelligence on military and political situations affecting SO and SO mission planning.
- Prepares and disseminates area analysis requirements to support SO.
- Provides mid- and long-range intelligence planning to support directed and projected plans and operations.
- Assists theater SO targeting program by identifying which mission, tasks, operations areas, and targets in support of theater objectives are appropriate for SOF.
- Provides the capability for correlation, fusion, and dissemination of all-source, time-sensitive intelligence information in real-time from USEUCOM to SOCEUR to SO.
- Initiates techniques and management schemes for the most effective development and application of Automated Data Processing (ADP) for intelligence requirements.
- Develops, implements, and maintains intelligence ADP systems capability to meet SOCEUR and SOF requirements, for both in-garrison and deployment activities. Monitors and supports component command intelligence ADP systems.
- Provides Sensitive Compartmented Information (SCI) support through the operation Sensitive Compartmented Facility (SCIF) within which SCI may be electronically received, transmitted, processed, stored, and disseminated.
- Plans, programs, and budgets resources required for special operations intelligence activities.
- Identifies, develops and coordinates Mapping, Charting, and Geodesy (MC&G) matters relating to operations, training and exercises.
- Develops and implements force protection (FP) policy for the Commander. Plans, programs, and budgets resources for FP equipment and training.
- Develops, implements, and maintains security policy for the Commander. Manages all aspects (OPSEC, Physical Security, Personnel Security) of the SOCEUR security program.
- Coordinates intelligence debriefings for deployed SOF.
- Plans, coordinates, and monitors counterintelligence activities for in-garrison and deployed SOF.
- Disseminates perishable intelligence to subordinate SOF element, with tailored analysis.
- Advises the Commander on all issues in the area of intelligence

Appendix AA
Special Operations Command Europe/Intelligence Directorate (SE300)
Directorate for Special Operations (EC SO)
Organization and Functions

**Special Operations Command Europe/Operations Directorate (SE300)
Directorate for Special Operations (EC SO)**

1. Mission: Responsible for all matters relating to operations, training and exercises. Supervises activities of branches assigned to the Directorate. Principal advisor to Command Group on all matters related to area of staff responsibility.

2. Major Functions:

- Maintains current readiness status of all SOF under OPCON of COMSOCEUR. (JCS Pub 0-2)
- Supervises development and coordination of operations estimates and OPORDs in response to crisis action system requirements.
- Insures training and exercise plans fulfill requirements to exercise mission profiles in execution of critical priority tasks as assigned by USCINCEUR/COMSOCEUR.
- Acts as Joint Operations Center (JOC) Director during SOF deployments for exercises and contingencies.
- Monitors and supervises staff execution of all SOF compartmented and special activities.
- Conducts periodic visits to SOF units to evaluate joint SOF training and readiness.
- Develops and maintains SOF joint deployment SOP.
- Evaluates Preliminary Operational Assessments (POA), Plan of Execution (POE), and combat mission folders for operational feasibility. (JCS Pub 0-2)
- Augments JOC during deployments for exercises and contingencies.
- Serves as a member of the Joint SOF Targeting Working Group, USEUCOM Assessment Team, and SOCEUR Crisis Action Team (CAT).
- Plans, develops, coordinates and supervises execution of Joint SOCEUR exercises and the Joint Combined Exchange Training (JCET) program. Coordinates preparation of exercise directives and Exercise Operation Orders (EXORDs). Organizes and conducts exercise planning conferences. Develops and coordinates Joint SO Five-Year Exercise and Training Plan. (JCS Pub 0-2)
- Coordinates and schedules Directorate personnel augmentation for exercises.
- Plans and coordinates the Joint Special Operations Training (JSOT) Program.
- Coordinates, conducts, and prepares results of surveys for EUCOM's Integrated Survey Program (ISP).
- Responsible for planning, coordinating and conducting SOCEUR current operations. (JCS Pub 0-2)
- Monitors readiness status of all subordinate units, reports as required.
- Monitors location of all SOF elements in theater. Maintains current status on all JCRX, JCET, and JSOT.
- Develops, coordinates, and maintains the JSOTF SOP and JOC SOP.
- Functions as the Crisis Action Center for HQ SOCEUR. Organizes the JOC.
- Monitors and coordinates with Contingency Operations Branch during the development phase of contingency operations.

Appendix AA
Special Operations Command Europe/Intelligence Directorate (SE300)
Directorate for Special Operations (EC SO)
Organization and Functions

- Establishes procedures for the conduct of SOF current operations that include alert, deployment, employment and redeployment.
- Monitors, coordinates and supervises compartmented programs not related to counter-terrorism. Backstops DOD/non-DOD compartmented programs in contingency operations branches.
- Serves as a point of contact for DOD/non DOD compartmented programs maintained in Current Operations Directorate. Develops and maintains HQ SOCEUR/ USCINCEUR compartmented messages and implementing documents based on the JCS guidance. (JCS SM 769-89)
- Monitors, coordinates and supervises SOF DOD support to non-DOD agencies.
- Monitors, tracks, and supports all deployed special operations Forces (except PSYOPs and CA) in theater.
- Monitors operational training of theater assigned SOF. (JCS Pub 0-2)
- Provides SOF planning expertise to COMSOCEUR and the Operations Directorate.
- Develops and maintains After-Action Report files for all SOCEUR operations, training, and exercise activities (except JCRX and JCET).
- Serves as HQ SOCEUR (Counter Drug (CD)) operations point of contact.
- Plans, coordinates, and assists Current Ops Directorate in the execution phase of the Crisis Action System (JCS Pub 0-2)
- Responsible for the Combating Terrorism Fusion Cell (CTFC) HQ USEUCOM.
- Monitors, facilitates, and coordinates all DOD compartmented exercises to include unilateral exercise program and bilateral/multilateral exercise program.
- Manages and provides oversight of compartmented small unit exchange training program.
- Monitors, facilitates, coordinates, and supervises all USEUCOM actions occurring with specified DOD compartmented programs.
- Prepares SOF directives, estimates, and operations plans/orders in response to contingency tasking.
- Manages SOF contingency communications reporting requirements.
- Provides SOCEUR/SOF liaison to non-DOD agencies prior to and during training exercises.
- Participates in the DOS-led Crisis Management Exercise Program (CME).
- Prepares input to CINC Preparedness Assessment Report (CSPAR) on theater Special Operations Forces/Special Operations Command.
- Serves as the focal point for the USEUCOM Humanitarian De-mining Program (HDP).
- Represents USEUCOM at the Department of State and Department of Defense levels. Executes the HDP by initiating all necessary actions to fulfill command obligations. Develops, coordinates, and implements the HDP within the USEUCOM area of responsibility.
- OPR for EUCOM Survey and Assessment Team (ESAT) program, establishing ESAT SOPs, leading, training, organizing, and equipping ESATs on order.

Appendix AA
Special Operations Command Europe/Logistics Directorate (SE400)
Directorate of Special Operations (ECSO)
Organization and Functions

**Special Operations Command Europe/Logistics Directorate (SE400)
Directorate of Special Operations (ECSO)**

1. Mission: Primary advisor to the COMSOCEUR for all logistics matters. Ensure logistics readiness and deployment capability at all levels in the command. Coordinate inter-service and for cross service support when Service peculiar support cannot provide the required capability.

2. Major Functions:

2.1. PLANS AND OPERATIONS SECTION

2.1.1. Garrison:

- Develops logistical annexes for OPLANs/CONPLANs and exercise directives.
- Consolidates, reviews and validates Statements of Requirements from components.
- Advises USCINCEUR of any shortcomings/deficiencies found during logistical planning.
- Coordinates support for SOC forces through the use of Inter-Service Support Agreements (ISSAs), Standard NATO Agreements (STANAGs), Memorandum of Agreement (MOAs), Memorandum of Understanding (MOUs), Host Nation Support Agreements, and Acquisition Cross-Service Agreements (ACSAs).
- Coordinate and executes Reception, Staging, Onward Movement, and Integration (RSOI) of designated SOF forces flowing through the EUCOM AOR.
- Coordinates medical support requirements beyond organic capability; to include establishment of a medical evacuation system.
- Oversees theater SOF infrastructure requirements (MILCON, ERC etc.).
- Requests release of Joint Operational Stocks (JOS) and SOF Operational Projects stocks.
- Manages, monitors and authorizes obligations of SOCEUR International Merchant Purchase Authorization Card (IMPAC) Program.
- Coordinates and manages Joint Table of Allowance (JTA).

Appendix AA
Special Operations Command Europe/Logistics Directorate (SE400)
Directorate of Special Operations (ECSO)
Organization and Functions

2.1.2. Deployed:

- On order, establishes JTF-J4 or JSOTF-J4.
- Executes SOCEUR Reception, Staging, Onward Movement, and Integration (RSOI), Sustainment, and Redeployment for contingencies and exercises.
- Coordinate initial logistical and follow-on sustainment support requirements for SOCEUR forces with theater support agencies.
- Coordinate logistical support for SOF forces while deployed at Intermediate Staging Bases (ISBs) and Forward Operating Bases (FOBs).
- Provides estimated bulk fuel requirements by type, location, and date to theater support agencies.
- Recommends controlled supply rates (CSR) of critical resources.
- Identifies austere civil engineering support requirements.
- Coordinate wartime mortuary requirements.
- Determines maintenance policies.

2.2. Transportation Section:

- Operates the SOCEUR Joint Operations Planning and Execution System (JOPES) ICW USEUCOM, USSOCOM, USTRANSCOM, and designated JTFs.
- Creates, monitors, and updates contingency and exercise OPLAN/CONPLAN Time Phased Force and Deployment Data (TPFDDs).
- Coordinates SOF movements in theater (air/ground/sea) for exercises and contingencies (deployments/redeployments), and follow-on sustainment movements.
- Coordinates, plans, and validates all theater (USAFE) and strategic (TRANSCOM) airlift for JCRXs, JCETs, FTXs, SAAMs, and JA/ATT requirements.
- Monitors theater SOF airlift using Global Command and Control System (GCCS) and Global Transportation Network (GTN). Manages SOCEUR civilian/military ground vehicle fleet.
- Manages SOCEUR Drivers License program.
- Manages SOCEUR automation data processing (ADP) programs (e.g. Automated Identification Technology, In-Transit Visibility, Joint Total Asset Visibility).

2.3. Supply Section:

- Procure equipment, supplies, consumables, and services to support the SOCEUR headquarters.
- Maintain property accountability of organic equipment IAW appropriate Army Regulations.
- Maintain visibility/accountability of Joint Operational Stocks (JOS) and SOF operational project stocks.
- Manages inventory of and controls access to SOCEUR Arms Room.
- Supervise deployment/redeployment of the SOCEUR headquarters.

Appendix AA
Special Operations Command Europe/Plans Directorate (SE500)
Directorate for Special Operations (ECSO)
Organization and Functions

**Special Operations Command Europe/Plans Directorate (SE500)
Directorate for Special Operations (ECSO)**

1. Mission: The Director of Plans and Policy, SOJ5, is the principal staff advisor on matters pertaining to joint plans, policies, strategy, programs, and coordinates deliberate planning for subordinate units. The Directorate coordinates with unified, specified, other joint headquarters, SHAPE, and ACE as required. Maintains parachute, flying, and diving proficiency, as appropriate.

2. Major Functions:

- Responsible for coordination and preparation of the commander's estimate of the situation. (JCS Pub 0-2)
- Prepares and coordinates annexes of USCINCEUR operations and concept plans relating to employment of Special Operations Forces (SOF).
- Advises COMSOCEUR on U.S. and allied national objectives, military strategy and campaign concept of SOF.
- Coordinates plans and policy matters with ACE commands.
- Maintains liaison with policy elements in senior headquarters, particularly those dealing with command and control, border crossing authority and penetration of non-combatant territory or airspace.
- Recommends wartime basing locations and orchestrates staff action to secure base access.

Appendix AA

Special Operations Command Europe/Communications and Electronics Directorate (SE600)
Directorate for Special Operations (ESCO)
Organization and Functions

**Special Operations Command/Communications and Electronics Directorate (SE600)
Directorate for Special Operations (ESCO)**

1. Mission: Support the commander, Special Operations Command Europe (COMSOCEUR), by planning and managing the installation, operation and maintenance of reliable, interpretable, and secure Command and Control Communications, Computers and Information (C4I) for Joint/Combined Special Operations throughout the EUCOM Area of Operations (AOR).

2. Major Functions:

- Designs communications architecture to support assigned, attached, or apportioned SOF.
- Prepares communications plans, orders, and annexes; assists subordinate elements in developing supporting plans.
- Prepares and maintains JCE OI. Establishes and manages COMSEC procedures.
- Supervises the operation of communication units and facilities directly supporting the Special Operations Command.
- Acts as single SOF point of contact for all other communications agencies within and outside of the joint area.
- Performs frequency management for the Special Operations Command and subordinate forces.
- Coordinates ADP systems installation, operation, maintenance, and security within the Special Operations Command.
- Ensures communications inter-operability and compatibility for all required media between all subordinate units and other appropriate US forces, agencies, or foreign elements.
- Provides information management between SOCEUR and theater defense communications systems.

Appendix AA
Special Operations Command Europe/Civil Affairs Directorate (SE700)
Directorate for Special Operations (ECSO)
Organization and Functions

**Special Operations Command Europe/Civil Affairs Directorate (SE700)
Directorate for Special Operations (ECSO).**

1. Mission: Responsible for all matters related to civil military operations and civil affairs in the USEUCOM AOR, or as directed by USCINCEUR. Principal advisor to COMSOCEUR on all matters related to areas of staff responsibility. Executive Agent for all USEUCOM AOR Theater planning.

2. Major Functions:

- Serves as the focal point for CONUS Civil Affairs (CA) support to all operations, training and exercises.
- Responsible for managing and coordinating all activities performed by civil affairs units and individuals in the USEUCOM AOR.
- Validates CA requirements ISO USEUCOM.
- Monitors the location of all CA elements in theater.
- Coordinates, as required, with other joint headquarters, SHAPE and U.S. Embassy military officials within the USEUCOM AOR.
- Prepares and coordinates annexes of USCINCEUR and SHAPE operations and concept plans related to employment of CA forces.

Appendix AA
Special Operations Command Europe/Comptroller Directorate (SE800)
Directorate for Special Operations (ECSO)
Organization and Functions

**Special Operations Command Europe/Comptroller Directorate (SE800)
Directorate for Special Operations (ECSO)**

1. Mission: Serves as principal staff advisor to COMSOCEUR on all matters pertaining to fiscal policies and procedures: budget development, planning and execution.

2. Major Functions:

- Manages and coordinates all fiscal policies and procedures for HQ SOCEUR and subordinate OPCON units.
- Serves as advisor on civilian personnel matters regarding pay, awards and overtime. (ED 55-12)
- Develops, plans and executes the command budget programs. (ED 55-12)
- Establishes and operates the Headquarters Internal Control Program. (DoD 5010.38, ED 50-8)

Appendix AA
Special Operations Command Europe/Command Section
Directorate for Special Operations (ECSO)
Organization and Functions

**Special Operations Command Europe/Psychological Operations Directorate (SE900)
Directorate for Special Operations (ECSO)**

1. **Mission:** Plan, prepare for, and when directed, conduct special operations in general war contingencies in support of USCINCEUR and SACEUR.

2. **Major Functions:**

- Conducts staff coordination with USEUCOM ECJ39.
- Maintains liaison with in-theater U.S.G. agencies, NATO commands, and allied PSYOP-related agencies/organizations on PSYOP-related matters.
- Coordinates actions in support of SOCEUR's PSYOP requirements, to include assisting in the development of SOCEUR PSYOP plans and programs.
- Facilitate coordination and approval/integration of PSYOP plans, programs, and products with SOCEUR staff and components as well as Joint Special Operations Task Forces.
- Coordinate deployment into theater of CONUS based PSYOP forces.
- Represents SOCEUR and participates in worldwide, ACE/NATO, and USAREUR PSYOP meetings, conferences and briefings relating to PSYOP plans, policies and activities.
- Deploys from SOCEUR at the discretion of COMSOCEUR to determine efficacy of PSYOP to influence regional situations, recommend to the SOC the level of PSYOP support required, and, if needed, produce limited products.
- Maintains the ability to communicate real time digital and voice communications from the FLD to USSOCEUR, CONUS based PSYOP forces, and as appropriate, USCINCEUR.
- Maintains accountability of the disposition and composition of PSYOP units and personnel deployed in theater.
- Process theater clearance requests for all PSYOP personnel.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

1. Purpose.

- a. To assign responsibilities and tasks within the Marshall Center and serve as a tool for organizational management. This directive applies to all directorates and staff offices authorized in the Marshall Center Joint Manpower Program (JMP). Amplifying directives to the Marshall Center are referenced below and in operational plans, orders and other appropriate instructions.
- b. To publish the principle functions to be performed in normal peacetime operations to include mobilization and/or war.

2. References.

- a. DoD Directive 5200.34
- b. JCS Pub 0-2, Unified Action Armed Forces (UNAAF)
- c. JCS MOP 75, Manpower for Joint and International Activities
- d. USEUCOM Directive 51-1, Manpower Control
- e. USEUCOM Directive 20-1, Organization and Functions
- f. AR 600-3
- g. DA Pam 600-3
- h. USEUCOM Directive 56-2
- i. German/US Memorandum of Agreement
- j. OSD Guidance Letter

3. Explanation of Terms.

- a. Organization. A definite structure prescribed by competent authority and composed of individuals with responsibilities, authorities and relationships defined to accomplish the mission.
- b. Missions. Those responsibilities assigned to the Marshall Center by appropriate higher authority.
- c. Functions. Those major areas of work that must be undertaken by the Marshall Center to accomplish assigned or implied tasks.
- d. Tasks. Those specific, limited areas of work assigned, implied or assumed that, when completed in conjunction with other tasks, complete a function.
- e. Office of Primary Responsibility (OPR). The designated directorate having broad, overall responsibility for a subject or topic area. That responsibility obligates the OPR to ensure the accomplishment of all tasks and functions relating to the subject (e.g., planning; reviewing; policy development; actions; staff coordination). This includes requesting or requiring input and/or coordination from all offices having specific functional expertise relating to the subject.
- f. Office of Secondary Responsibility (OSR). The office having functional expertise in supporting subject areas for which another is OPR. Coordination, input and assistance are provided to the OPR upon request or when deemed appropriate by either the OPR or OSR.
- g. Functional Responsibility. The obligation and responsibility of an office for all matters pertaining to their functional areas of expertise or other matters as directed by higher authority. As an implied task, and at the direction of the Director, all directorates in this Center act as OSR for their functional areas on all actions irrespective of the OPR.

4. Responsibilities.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

- a. Directors, Division/Department chiefs and office chiefs are responsible for continuously reviewing respective requirements to ensure their organization and functions are appropriate to accomplish Marshall Center missions, and only the minimum manpower required to perform said functions is retained.
- b. Director, Operations, Plans and Analysis, is responsible for developing, maintaining and publishing the Marshall Center Organization and Functions directive (MCD 20-1).
- c. Director, Resource Management, is responsible for:
 - (1) Presenting to the Director, with Resource Management implications, all recommended function and organization changes which involve additions, reductions or redistribution of manpower authorizations.
 - (2) Processing and taking final action on organization change requests which do not involve a numerical change in manpower authorizations, or which involve redistribution of authorizations with concurrence of staff elements concerned.
 - (3) Developing, maintaining and publishing the Marshall Center Joint Manpower Program.

5. Policies and Procedures.

- a. The organization and functions assigned to staff elements will conform to the provisions of JCS Pub 0-2.
- b. Directorates will be subdivided into divisions or departments, and, when appropriate, further subdivided into branches.
- c. All organizations and function changes are subject to the procedures of this directive.
- d. Changes in organization or functions concerning more than one directorate or staff office will be coordinated with all directorates. Requests for changes will be forwarded through the Director, Operations, Plans and Analysis, to the Director, Resource Management. All requests will:
 - (1) Contain complete justification for change, evidence of authority for assuming additional responsibilities and a statement as to the impact on manpower and fund requirements. Missions and functions undertaken will be based on directives from USEUCOM or higher authority.
 - (2) Contain a proposed directorate organizational chart depicting the change. Provide anticipated economies gained resulting from the change, as well as a statement of the impact if reorganization is not approved.
 - (3) Contain proposed functional statements briefly stated but specific enough to be understood by persons who are not familiar with the organization. Format for functional statements will be IAW formats presented in this directive.
 - (4) Be signed by the director, division/department chief, or appointed representative.
- e. Director, Resource Management, upon receipt of a request for organization or functions change will:
 - (1) Evaluate the request with its justification.
 - (2) Determine if coordination requirements have been satisfied.
 - (3) Present the request, with Resource Management recommendations and staff comments, through the Director, Operations, Plans and Analysis, to the Director, Marshall Center.
 - (4) Forward changes to the Joint Manpower Program to USEUCOM for approval and implementation.
- f. Requests for changes in organization or functions are additionally subject to the provisions of the DoD Directive 5200.34.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

6. General. This directive will be used as a basis for the assignment of staff actions. It will not be used as a basis for the justification of manpower. Manpower requests must be submitted with justification to the Director, Resource Management, for validation and subsequent submission to HQ, USEUCOM.

DIRECTOR'S OFFICE (ECMC)

Mission:

- Provide command and control for Marshall Center programs and administrative support functions.
- Develop programs as directed by OSD, and CINC, EUCOM.
- Monitor the daily activities of Protocol, Public Affairs, Partnership for Peace Consortium, and Executive Support function through the Chief of Staff.
- Develop and implement policy and technical guidance for the Office of the Director governing the preparation and processing of correspondence for signature, approval, coordination or information of the US Deputy Director and the Director, Marshall Center. Ensure that the staff complies with administrative procedures and directives. Act as the administrative liaison between the directorates and the Office of the Director, and be responsible for receiving, routing, setting suspense dates, referring, tracking and dispatching of correspondence and messages to the appropriate offices.

Through the Public Affairs Office:

- Develop plans and policies for public affairs activities, including public information campaign and issues management plans. Prepare contingency and operations plans to support future Center efforts. Develop and implement business management plans and manage PA contract efforts.
- Provide information to general and specialized publics concerning the George C. Marshall Center, its people, programs, policies, and events. Develop working relationships with international civilian news media representatives, USIS offices in embassies and with other public affairs personnel at OASDPA, in the State Department, and other US federal agencies, and with MOD Bonn.
- Develop an internal information program that supports Marshall Center goals and objectives as well as strategic planning efforts.
- Maintain a positive program in community relations with the host nation at the national, regional and local level. Develop liaison with government, business and education points of contact.
- Provide instructional support to the College of International and Security Studies. Teach advanced media relations in the Foreign Area Officer program and teach advanced seminars concerning "The Role of the Media in a Democracy" as required. Provide information briefings on information operations and other communications topics as required.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Director's Office

DIVISION: Director
(ECMC-D)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Exercises authority, direction and control over the Marshall Center.	DoD 5200.00		X	X	X
2. Directs, coordinates, and integrates the activities of the College of International and Security Studies; Conference Center; Directorate of Student Affairs; Directorate of Support; Directorate of Operations, Plans and Analysis and Directorate of Resource Management.	DoD 5200.00		X	X	X
3. Manages and supervises activities in support of national-level objectives in the areas of (1) defense contacts; (2) defense education; (3) research, conferences, and seminars on security issues; (4) Eurasian Foreign Area Officer and language training; and (5) support to NATO activities involving nations subscribing to Partnership for Peace and North Atlantic Cooperation Council.	DoD 5200.34		X	X	X
4. Develops and fosters key working relationships between the Marshall Center, HQ USEUCOM, and OSD.	DoD 5200.34		X	X	X
5. Plans, develops and makes resourcing decisions for the necessary infrastructure to support Marshall Center requirements.	DoD 5200.34		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Director's Office

DIVISION: Deputy Director
(ECMC-DD-US)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Exercises day-to-day authority, direction and control of Marshall Center personnel and resources.	DoD 5200.34		X	X	X
2. Serves in the capacity of the Director in the Director's absence.	DoD 5200.34		X	X	X
3. Establishes internal operating procedures and supervises the execution of plans, programs, and major initiatives.	DoD 5200.34		X	X	X
4. Integrates requirements of the Center's academic programs to accomplish assigned missions within resource constraints.	DoD 5200.34		X	X	X
5. Oversees development of full capabilities of the Center in performance of national-level and theater-wide objectives.	DoD 5200.34		X	X	X
6. Manages oversight of all civilian and military positions.	JCS MOP 75 EUCOM Dir 51-1		X	X	X
7. Ensures Marshall Center requirements are integrated into USEUCOM programs.	EUCOM Dir 56-2		X	X	X
8. Conducts representational activities with high-ranking US and foreign dignitaries.	DoD 5200.34	DoD 5000.7	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Director's Office

DIVISION: Deputy Director (GE)
(ECMC-DD-GE)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Advises the Director on German security and military policy.			X	X	X
2. Advises the Director on short and long-term facility and resource plans as they pertain to interaction with the German Government, long-term vision for the Marshall Center from the German and international perspective, and matters of bilateral contacts between the Bundeswehr and the armed forces of cooperation partners.			X	X	X
3. Provides expertise on the European portions of the course curriculum, training schedules, organizations and programs, and conducts lectures for the College of International Security Studies.			X	X	X
4. Represents the Director in promoting and maintaining external relationships with the new democracies of Central and Eastern Europe and the former Soviet Union.			X	X	X
5. Promotes and maintains cooperation with the German authorities.			X	X	X
6. Monitors lectures and seminars and advises on German portion of the curriculum, including content and translation quality.			X	X	X
7. Coordinates with the Director to keep the Vice Chief of Staff, Bundeswehr, updated on significant issues and activities of the Marshall Center.			X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Director's Office

DIVISION: Associate Director for
International Liaison
(ECMC-IL)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Advises the Director and Deputy Directors on the full range of Marshall Center activities, with particular focus on the following:	Director	Verbal Guidance	X	X	X
a. Appropriateness, content and participants in Marshall Center programs, including courses, conferences, seminars, etc.					
b. United States Government policies toward target regions (Eastern Europe, Central Europe, the Balkans, and the former Soviet Union).					
c. Attitudes of governments in regions toward Marshall Center programs.					
d. Organization and implementation of program coordination among various elements of Marshall Center.					
e. Establishment of an Institutional network between the Marshall Center and appropriate sister institutions.					
f. Recruitment of faculty and other Marshall Center Personnel					
g. Course curricula.					
2. Serves as Ambassador in Residence and the Marshall Center interface with all appropriate government and institutions of the Marshall Center customer nations.	Director	Verbal Guidance	X	X	X
3. Serves as an official representative of the Marshall Marshall Center at official VIP visits, guest lectures and official visits to customer nations.	Director	Verbal Guidance	X	X	
4. With the title of Distinguished Professor; conducts lectures at the Marshall Center and other prestigious institutions; including seminars at the Marshall Center.	Director	Verbal Guidance	X	X	X
5. Serves as the Marshall Center focal point for the following programs:	Director	Verbal Guidance	X	X	X
a. Marshall Center staff and faculty travel to Customer Nations.					
b. Contact and institutional agreements with appropriate institutions in Germany and other countries.					

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Director's Office

DIVISION: Chief of Staff
(ECMC-COS)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Facilitates interface between the Director, staffs and other outside activities on all matters pertaining to the Office of the Director.	Director	Verbal guidance	X	X	X
2. Serves in capacity of the US Deputy Director in US Deputy Director's absence.	DoD 5200.34		X	X	X
3. Monitors long-term and daily schedule of the Deputy Director and Director; coordinates and monitors trips and office calls; facilitates visits, meetings, and conferences when they are involved.	Director	Verbal guidance	X	X	X
4. Plans and executes office schedules, manages flow of correspondence, prepares correspondence, and maintains office files for the US Deputy Director and Director.	Director	Verbal guidance	X	X	X
5. Manages special staff to the Director, including Protocol, Legal, PIP Consortium, Public Affairs and Administrative/Executive Support personnel.	Director	Verbal guidance	X	X	X
6. Manages front office administration for the Director and US Deputy Director, sets administrative standards, initiates correspondence controls and tracks all staff actions.	Director	AR 25-400-2 Verbal guidance	X	X	X
7. Reviews correspondence and messages forwarded to the Office of the Director for compliance with routing and assembly criteria.	AR 25-50	Staff Admin Guide	X	X	X
8. Assigns staff responsibility for external and internal suspense actions.	Director		X	X	X
9. Serves as the Principal Assistant to the US Deputy Director and receives guidance accordingly.	US Dep Director	Verbal guidance	X	X	X
10. Manages reports on key actions within the Marshall Center.	Director		X	X	X
11. Prepares agenda and manages weekly Management Group Meetings.	Director	Verbal guidance	X	X	X
12. Provides weekly summary of actions to the US Deputy Director and Director.	Director		X	X	X
13. Oversees all civilian and military positions.	JCS MOP 75 EUCOM Dir 51-1		X	X	X
14. Serves as Approval Authority for .0012 (representational) funds in support of distinguished visitor/official functions.	DoD 5200.34	AR 37-47	X	X	X
15. Serves as Purchasing Card Certifying Officer to Kaiserslautern FAO, Unit 23122, APO AE 09227, for all IMPAC Card purchases within the Office of the Director and Special Staff.	AR 37-105	AR 37-105 DFAS-IN Reg 37-1	X	X	X
16. Serves as Approval Official for Civilian Time and attendance matters within the Office of the Director and Special Staff.	AR 37-105	AR 37-105	X	X	X
17. Ensures Marshall Center requirements are integrated into USEUCOM programs.	EUCOM Dir 56-2	US Dep Dir	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Special Assistant to the Director
(ECMC-XO)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Facilitates interface between the Director, staffs and other outside activities on all matters pertaining to Office of the Director.	Director	Verbal guidance	X	X	X
2. Monitors long-term and daily schedule of the Director; coordinates trips and office calls; facilitates visits, meetings, and conferences.	Director	Verbal guidance	X	X	X
3. Manages front office administration for the Director and US Deputy Director, sets administrative standards, initiates correspondence controls and tracks all staff actions.	Director	AR 25-400-2 Verbal guidance	X	X	X
4. Oversees Director's daily, weekly and monthly calendar and scheduling of appointments with and for Director.	Director	Verbal guidance	X	X	X
5. Drafts letters for Director's signature; edits all incoming correspondence for content, clarity, routing, and assembly criteria compliance.	AR25-50 Director	Staff Admin Guide	X	X	X
6. Drafts Monthly Significant Events Report.	Director		X	X	X
7. Serves as the Approving Official for budget issues within Office of the Director and the Special Staff and maintains budget records.	Director		X	X	X
8. Serves as the Purchasing Card Certifying Officer to Kaiserslautern FAO, Unit 23122, APO AE 09227, for all IMPAC Card purchases within the Office of the Director and the Special Staff.	AR 37-105	AR 37-105 DFAS-IN Reg 37-1	X	X	X
9. Coordinates on official visits, receptions, dinners, ceremonies, and related support for national and international political, military, and civilian dignitaries (VIPs or DVs-Col and above) visiting the Marshall Center.	DoD 5000.7 Director		X	X	X
10. Plans travel activities involving Director; manages travel itineraries, trip schedules, and travel arrangement coordination efforts between responsible staff elements.	Director		X	X	X
11. Prepares informational country packages for Director when hosting foreign dignitaries and when travelling to countries throughout AOR.	Director		X	X	X
12. Establishes telephonic contacts at appropriate levels in government, diplomatic, and cultural circles in US, Germany and countries throughout AOR.	Director		X	X	X
13. Travels with Director when required, performing aide and executive support duties, prior to, during and following trips.	Director		X	X	X
14. Performs protocol duties, welcoming visitors to Director's office.	Director		X	X	X
15. Plans quarterly Director's Call.	Director		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Executive Services
Office
(ECMC-ES)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Develops and implements policy and technical guidance for the Office of the Director governing the preparation and processing of correspondence of the U. S. Deputy Director and the Director, Marshall Center.	COS XO	Verbal Guidance	X	X	X
2. Ensures staff compliance with administrative procedures and directives; acts as the administrative liaison between the directorates and the Office of the Director.	COS XO	Verbal Guidance	X	X	X
3. Responsible for receiving, routing, tracking and dispatching correspondence and messages to the appropriate offices.	COS XO		X	X	X
4. Serves as the Supply Manager and hand Receipt Holder for the Office of the Director elements.	COS XO		X	X	X
5. Manages collection of input for and final distribution of the Bi-weekly Status Report and Staff Absence Report.	COS XO	Verbal Guidance	X	X	X
6. Prepares for weekly and monthly Marshall Center meetings as scheduled.	COS XO	Verbal Guidance	X	X	X
7. Serves as the Marshall Center COMSEC Hand Receipt Holder and Manager of the Marshall Center Secure Communications systems (SLAN; AMHS; Secure Fax).	Security Mgr	Verbal Guidance	X	X	X
8. Serves as the Key Control Manager for Building 102, Marshall Center.	Security Mgr XO	Verbal Guidance	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: German LNO Officer*
(ECMC-DD)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Plans and manages all national administrative, logistical and financial support programs for all assigned German nationals.	German MoD Director	US-GE MOA	X	X	X
2. Establishes and maintains national files and distribution/mail systems for all assigned German personnel.	German MoD Director	US-GE MOA	X	X	X
3. Coordinates with agencies of the German Federal Armed Forces, e.g., Federal Armed Forces Office for Studies & Exercises; Armed Forces Office, German Ministry of Defense.	German MoD Director	US-GE MOA	X	X	X
4. Coordinates with other German government agencies external to the Marshall Center, to include those at the federal level, state (Bavaria) level and local government officials.	German MoD Director	US-GE MOA	X	X	X
5. Supports the Director, Conference Center, in responsibilities as the senior German officer at the Marshall Center.	German MoD Director	US-GE MOA	X	X	X

*Duties assumed by the senior German officer on the Marshall Center staff.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Reserve Affairs
Advisor*
(ECMC-RA)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Provides Reserve Component advice and expertise in support of Marshall Center activities.	10USC 672b	Director's Guidance	X	X	X
2. Conducts core curriculum and elective courses on Reserve Forces for CISS.	Director	Director's Guidance	X	X	X
3. Coordinates Reserve Component augmentation of Marshall Center activities.	Deputy Director	Deputy Director's Guidance	X	X	X
4. Supports the USEUCOM Partnership Support Program.	Deputy Director	Deputy Director's Guidance	X	X	X
5. Facilitates Reserve Component participation in foreign language training and foreign area officer training courses conducted for the Foreign Area Officer program.	Deputy Director	Deputy Director's Guidance	X	X	X
6. Participates in Reserve Component-related research projects for the Research Division.	Director	Director's Guidance	X	X	X
7. Serves on the Headquarters, US European Command's Joint Reserve Council.	Director of Mobilization and Reserve Component Affairs, HQ USEUCOM	Deputy Director's Guidance	X	X	X

*Note: Duties currently assumed by Operations, Plans and Analysis and Public Affairs.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Protocol Office
(ECMC-PR)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Plans, coordinates and orchestrates official visits, receptions, dinners, ceremonies, and related support for national and international political, military, and civilian dignitaries(VIPs or DVs-Col and above) visiting the Marshall Center.	COS Director	DoD 5000.7	X	X	X
2. Plans and coordinates official ceremonies in direct support of the Command Group.	COS	DoD 5000.7	X	X	X
3. Proposes, develops, and executes itineraries for Colonel and above (and civilian equivalent) visitors to the Marshall Center (national and international).	COS	DoD 5000.7	X	X	X
4. Assists and monitors execution of itineraries for Lieutenant Colonel and below (and civilian equivalent) visitors to the Marshall Center.	COS	DoD 5000.7	X	X	X
5. Requests assistance from the Transportation Branch of the Support Directorate when the driving assets in Protocol are already tasked to other duties.	COS	DoD 5000.7	X	X	X
6. Serves as Marshall Center focal point on US-German protocol matters.	COS	DoD 5000.7	X	X	X
7. Makes local transportation and lodging arrangements on behalf of visiting dignitaries.	COS	DoD 5000.7	X	X	X
8. Administers & maintains records for utilization of .0012 (representational) funds.	COS	AR 37-47	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Legal Advisor
(ECMC-LA)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Provides legal advice and opinions, develops legal policies and provides guidance in policy formulation.	JCS Pubs 2 & 3	AR 27-1	X	X	X
2. Monitors military justice within the Marshall Center and coordinates actions with Staff Judge Advocate, 21 st TAACOM.	USEUCOM	UCMJ	X	X	X
3. Liaisons with Stuttgart Legal Office for support pertinent to the Marshall Center employees' personal legal matters and claims.	USEUCOM	AR 27-3, ATR 27-30	X	X	X
4. Serves as the Marshall Center Ethics Counselor; supervises the Marshall Center Standards of Conduct program.	DoD Dir 5500.7		X	X	X
5. Serves as the Marshall Center Labor Counselor.	AR 27-1		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff - Public Affairs (ECMC-PAO)

Mission:

- Serve as the Director's senior policy advisor concerning public affairs, advising the Director, faculty and staff of the public affairs impacts of major policy decisions, internal audience concerns, and community reaction to and civilian news media interest in Marshall Center missions and functions.
- Develop plans and policies for public affairs activities, including public information campaign and issues management plans. Prepare contingency and operations plans to support future Center efforts. Develop and implement business management plans and manage PA contract efforts.
- Provide information to general and specialized publics concerning the George C. Marshall Center, its people, programs, policies, and events. Develop working relationships with international civilian news media representatives, USIS offices in embassies and with other public affairs personnel at OASDPA, in the State Department, and other US federal agencies, and with MOD Bonn.
- Develop an internal information program that supports Marshall Center goals and objectives as well as strategic planning efforts.
- Maintain a positive program in community relations with the host nation at the national, regional and local level. Develop liaison with government, business and education points of contact.
- Provide instructional support to the College of International and Security Studies. Teach advanced media relations in the Foreign Area Officer program and teach advanced seminars concerning "The Role of the Media in a Democracy" as required. Provides information briefings on information operations and other communications topics as required.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Public Affairs Office
(ECMC-PA)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Provide public affairs advice and counsel to the Director, Command Group, faculty and staff. Provide information on trends, issues and potential impacts. Serve as member of the Center's MGM.	DoD Dir 5122.5	ED 15-1	X	X	X
2. Prepare and direct implementation of the Center's PA strategic communications plan. Direct use of the Center's corporate image.	DoD Dir 5122.5	Strat Plan	X	X	X
3. Direct, supervise and coordinate the staff activities of the Marshall Center Public Affairs Office. Manage budget, training, and personnel administration.	DoD Dir 5122.5 DoD Dir 5160.48	ED 15-1	X	X	X
4. Serve as official spokesman for the Marshall Center. Develop statements, position papers, releases, media alerts, and backgrounders.	DoD Dir 5122.5	ED 15-1	X	X	X
5. Prepare marketing, public information campaign, issues, and crisis management PA plans. Develop stakeholder outreach plans and marketing programs.	DoD Dir 5122.5	ED 15-1	X	X	X
6. Serve as Release Authority for Marshall Center information intended for public release. Review, screen, and prepare security and policy review packages for speeches, articles, documents, papers, and the Center's Alumni Newsletter.	DoD Dir 5230.9	ED 15-2 MC Policy	X	X	X
7. Establish and maintain liaison with Public Affairs representatives at HQUEUCOM, OASD, and other US Federal agencies, MOD Bonn, and USIS offices in embassies doing business with the Center.	DoD Dir 5410.13 DoD Dir 5410.1	ED 15-1	X	X	X
8. Establish and maintain liaison with the civilian news media at the local, regional, U.S and German national levels and with the international press. Develop targeted media lists and a network of press contacts.	DoD Dir 5400.13 DoD Dir 5410.1	ED 15-1	X	X	X
9. Establish and maintain liaison with U.S military Community (6 th AST/ 6 th ASG), local government, state, and federal officials for PA support and cooperation in emergency operations planning and release of information.	DoD Dir 5400.13	ED 15-1	X	X	X
10. Serve as Marshall Center liaison with the Friends of the Marshall Center (FOMC) and other private and nonprofit supporting organizations.	DoD Dir 5410.18	ED 15-1	X	X	X
11. Prepare speeches and remarks for the Director and Deputies for public and ceremonial occasions.	DoD Dir 5230.9		X	X	X
12. Prepare media training packages, videos, seminar materials and lectures to support teaching efforts for a variety of audiences	DoD Dir 5122.5	ED 15-1	X	X	X
13. Direct Public Affairs research and analysis into PA program effectiveness. Determine trends, program effectiveness and activity based cost benefits.	PA SOP		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Media Facilitation
(ECMC-PA)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Collect, prepare, and disseminate information for release to the civilian news media including news and feature stories, photographs and broadcast releases.	DoD Dir 5410.1 MOD	ED 15-1	X	X	X
2. Develop and maintain the Center's publicly accessible web site in coordination with SSB. Coordinate and clear staff input.	DEPSECDEF Memo DoD Dir 4115.41	SM 15-1 ED 100-3	X	X	X
3. Respond to queries from local, regional and U.S. and German national news media and the international press. Develop an annual events calendar and media day.	DoD Dir 5410.1 MOD	ED 15-1	X	X	X
4. Prepare media alerts, pitches, and releases to encourage positive media coverage of Center personnel, events, programs and efforts.	DoD Dir 5410.1 MOD	ED 15-1	X	X	X
5. Arrange for interviews, media visits, and Center press conferences as directed. Credential news media representatives and coordinate with other agencies as required.	DoD Dir 5410.1 MOD	ED 15-1	X	X	X
6. Develop the Center's Hometown News Release program for US military personnel. Establish a parallel program for (GE /US military and civilian) staff and international course participants.	DoD Dir 5122.5	ED 15-1	X	X	X
7. Conduct policy reviews of speeches, presentations, articles, monographs, occasional papers and conference reports written by Center personnel for public release. Coordinate on FOIA and public inquiry actions as required.	DoD Dir 5230.9	ED 15-2 MC Policy	X	X	X
8. Conduct research to determine media relations requirements and evaluate the effectiveness of media outreach efforts. Prepare annual analysis of coverage and trends.	PAO Policy		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Internal Information Strategies
(ECMC-PA)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Informs internal publics (faculty, staff, students, course participants, family members) of Center news events, policies, and official actions through internal communications means (web site, email, ASG CI newspaper, etc)	DoD Dir 5122.5	ED 15-1	X	X	X
2. Prepares historic academic reference books for each of the College's international courses.	Director		X	X	X
3. Prepare tri-folds, brochures, historical pamphlets, reports, and fact sheets to inform the Center's varied internal and external publics.	DoD Dir 5400.13 DoD Dir 5122.5	ED15-1	X	X	X
4. Manage the contracts for production of all Center marketing products, including brochures, Tri-folds and pamphlets, in three languages.	DoD Dir 5122.5	ED 15-1	X	X	X
5. Coordinate PA translation and interpretation requirements (German, Russian, Ukrainian, and other).	Director		X	X	X
6. Develops a Marshall Center-wide system of directorate PA contacts for providing input to staff and faculty biography references and postings.	PA SOP		X	X	
7. Coordinates PA photographic support requirements with Support Directorate's VIB, VISE Media, EUCOM and others. Maintains official photo morgue.	DoD Dir 5400.13.	ED 15-1	X	X	X
8. Conducts research to determine the internal audience information needs and program effectiveness. Analyzes trends in opinions.	PA SOP		X	X	X
9. Prepares the Director's quarterly newsletter for the Board of Visitors and Senior Advisory Council.	Director		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Special Staff

DIVISION: Community Relations
(ECMC-PA)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Maintain liaison with civilian civic, service, educational, business, professional and community organizations.	DoD Dir 5410.18 DoD Inst 5410.19	ED 15-4	X	X	X
2. Evaluate and coordinate public inquiries for information, materials, and requests for use of MC facilities or for MC participation in community events.	DoD 5410.18 DoD Inst 5410.19	ED 15-4	X	X	X
3. Maintain local and national VIP data for community relations purposes.	DoD Dir 5240.1	ED 15-4	X	X	X
4. Support OASD/EUCOM and NATO special events, programs and observances, developing static displays and exhibits as required.	DoD Dir 5410.18 DoD Inst 5410.19	ED 15-4	X	X	X
5. Coordinate the command group's public speaking schedule and manage the Marshall Center Speaker's Bureau.	DoD Dir 5410.18 DoD Dir 5410.19	ED 15-4	X	X	X
6. Serve as Center coordinator for managing stakeholder nomination to and participation in the DoD Joint Civilian Orientation Program (JCOC).	DoD Dir 5410.18 DoD Inst 5410.19	ED 15-4	X	X	X
7. Coordinate and conduct tours of the Center for visiting dignitaries and groups.	DoD Dir 5410.18 DoD Inst 5410.19	ED 15-4	X	X	
8. Research community relations requirements and evaluate the effectiveness of community relations programs.	PA SOP		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

COLLEGE OF INTERNATIONAL & SECURITY STUDIES (ECMC-CL)

Mission:

- Educate military officers and civilian defense officials in defense planning, organization, and management in democratic societies, against the background of both the historical and contemporary European/Eurasian experiences, using DSS programs (15-week Executive Courses, 9-week Leaders Courses, 2-week Senior Executive Courses and two to five-day Outreach seminars.) Using an academic program of lectures, seminars and field studies, course participants consider regional security issues confronting defense strategists and policy makers, and explore ways of addressing these problems consistent with democratic governance, civilian control and market economics.
- Conduct the Marshall Center's 18-month Eurasian Foreign Area Officer (FAO) program -- including military, political-military, and regional studies of Central/Eastern Europe and the Former Soviet Union; advanced Russian language instruction (with additional training in other regional languages, when required); and in-country training experiences--to prepare language-qualified, regional specialists for the US military departments and NATO to assist policy makers and commanders at all levels in the formulation and execution of national and theater policies throughout the European/Eurasian region.
- Provide advanced, tailored and specialized language instruction of various course lengths and in various languages to support US and NATO requirements throughout the European/Eurasian region.
- Conduct research and publish studies in support of the various Marshall Center curricula, theater, and regional issues, engaging the collective research resources of the European/Eurasian region.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

**STAFF AGENCY: College of International &
Security Studies**

**DIVISION: Office of the Dean of
Academics**

(ECMC-CL)

**OPERATIONAL
APPLICABILITY**

<u>AGENCY FUNCTIONS</u>	<u>SOURCE OF REQUIREMENTS</u>	<u>IMPLEMENTING DIRECTIVE(S)</u>	<u>PEACE</u>	<u>CRISIS</u>	<u>WAR</u>
Dean:					
1. Responsible for all programs and operations within CISS. Represents CISS at all senior-level Center meetings, and all other meetings as appropriate. Advises Marshall Center Director on all academic-related issues.	Director	Director's guidance	X	X	X
2. Responsible for curriculum development and execution for all Marshall Center academic programs.	Director	OSD Director's guidance	X	X	X
3. Monitors academic program execution (lectures and seminars) to ensure quality and standardization.	Director	Director's guidance	X	X	X
4. When required and available, provides faculty and staff to attend conferences, seminars and regional engagement opportunities.	Director	EUCOM Director's guidance	X	X	X
Associate Dean:					
5. Responsible for all policy and procedural issues affecting CISS.	Director	OSD, EUCOM, Director's guidance	X	X	X
6. Reviews all incoming correspondence assigns, tasks, and monitors progress of all external staff actions and suspenses.	Dean of Academics	Dean's guidance	X	X	X
7. In the absence of the Dean of Academics, represents CISS at Marshall Center meetings and events.	Dean of Academics	Dean's guidance	X	X	X
8. Coordinates programs within CISS when necessary.	Dean of Academics	Dean's guidance	X	X	X
9. Has primary responsibility for strategic planning, Board of Visitors, and Senior Advisory Council inputs, manpower issues, faculty recruitment, Title 10 issues, and the SOFA: general tariff agreements.	Dean of Academics	Dean's guidance	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: College of International
& Security Studies

DIVISION: Academic Operations
(ECMC-CL-O)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Responsible for management of daily operational and support functions within CISS. Serves as the single focal point for all administrative and operational issues. Manages and prioritizes all CISS resources. Requests external resources when necessary.	Dean of Academics	Dean's guidance	X	X	X
2. Represents CISS in MC meetings/activities dealing with support and resource issues.	Dean of Academics	Dean's guidance	X	X	X
3. Supervises the following duties:	Dean of Academics	Dean's guidance/ Appropriate regulations	X	X	X
a. Operations. Responsible for the daily operations and integration of support functions within CISS. Responsible for all aspects of MIS within the college; telephone/fax/ copier distribution and functioning; budget oversight; contracting coordination; translation management; IMPAC card purchases; and field studies support.					
b. Language Services: <u>Interpretation</u> . Provides simultaneous and consecutive interpretation services to the Marshall Center for English, German, & Russian languages. Provides limited translation services to MC in English, German, and Russian languages. Coordinates contractor support for interpretation and translation services when required. <u>Computer</u> . Conducts basic, intermediate and advanced computer training for Executive and Leaders' course participants. <u>Translation</u> . Provides German and Russian translation and editing services for curriculum-related course material.					
c. Curriculum Support. Responsible for all course reading materials, to include; translation tracking, collation, copying, distribution to course participants, and archiving.					
d. Classroom Support. Ensures all classrooms and seminar rooms are equipped and prepared for daily use. CISS space manager, responsible for management of all offices and classroom/seminar rooms assigned to CISS. Ensures all offices are properly appointed and equipment functional.					
e. Administrative Cell: <u>Personnel</u> . Responsible for personnel issues within CISS. Responsible for maintaining rosters/files on all personnel assigned to CISS. Primary timekeeper for CISS. Responsible for execution of the CISS sponsorship program. Coordinates with Admin Services Branch, Support Directorate, as required on all military and civilian personnel issues. Maintains personnel reports as directed by Academic Operations Officer. <u>Travel</u> . Responsible for coordinating all staff/faculty and guest speaker travel within CISS. Responsible for coordination with RM, Protocol and other appropriate MC agencies in all aspects regarding travel. Maintains travel reports as directed by Academic Operations Officer.					
g. <u>Editor</u> . Edits all externally transmitted publications in CISS. Reviews and edits all Research Department products. Maintains and provides to PAO all CISS staff/faculty biographies. Provides editorial services as requested by Dean of Academics and Associate Dean.					

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: College of International
& Security Studies

DIVISION: Research Programs
(ECMC-CL-RP)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Researches, plans and conducts research activities in multiple disciplines supporting the Marshall Center mission, specifically in support of the College of International & Security Studies, the Conference Center, and other activities in support of theater and national programs as directed by the Dean.	OSD, MoD	DoD Dir 5200.34	X	X	X
2. Performs actual research projects within the purview of the Research Program.	OSD, MoD	DoD Dir 5200.34	X	X	X
3. Organizes cooperative research projects with research institutions in cooperation with host nation, NATO, NACC, PIP partner states, and international institutions.	OSD, MoD	DoD Dir 5200.34	X	X	X
4. Develops, coordinates, and publishes "Marshall Center Papers" series of manuscripts.	Dean of Academics	Dean's guidance	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

**STAFF AGENCY: College of International
& Security Studies**

**DIVISION: Foreign Language
Training Center-
Europe
(ECMC-CL-FL)
OPERATIONAL
APPLICABILITY**

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Conducts a 6-month program of advanced Russian language instruction to prepare language-qualified officers as regional specialists for service in key DoD and NATO positions (includes a Spouse Program).	OSD, JS, US commands, military depts, DoD agencies, and allies	DoD Dir 5200.34, AR 600-34, DA Pam 600-3, EUCOM Dir 56-2	X	X	X
2. Conducts programs of varied length in Advanced Ukrainian language instruction to prepare qualified officers as Ukrainian regional specialists.	OSD, JS, US commands, military depts, DoD agencies, and allies	DoD Dir 5200.34, AR 600-34, DA Pam 600-3, EUCOM Dir 56-2	X	X	X
3. Conducts Linguist Enhancement courses in various languages to US and NATO linguists from units around the world on a partially reimbursable basis.	OSD, NATO, EUCOM, Director	DoD Dir 5200.34, AR 600-34, EUCOM Dir 56-2	X	X	X
4. Conducts Advanced Language Training in the Russian language which focuses on treaty terminology. This training is provided for On-Site Inspection Agency personnel and NATO counterparts on a reimbursable basis.	OSD, NATO, EUCOM, Director, OSIA	MC-OSIA MOU	X	X	X
5. Conducts English and German language instruction for Executive and Leaders course participants.	OSD, NATO, EUCOM, Director	SECDEF Voco	X	X	X
6. Serves as the theater proponent for language training.	EUCOM	EUCOM Dir 56-2	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: College of International
& Security Studies

DIVISION: Foreign Area Officer
Management
(ECMC-CL-FAO)

OPERATIONAL
APPLICABILITY

<u>AGENCY FUNCTIONS</u>	<u>SOURCE OF REQUIREMENTS</u>	<u>IMPLEMENTING DIRECTIVE(S)</u>	<u>PEACE</u>	<u>CRISIS</u>	<u>WAR</u>
1. Supervises the design, coordination and implementation of the Foreign Area Officer (FAO) Training Program; coordinates with CISS throughout the FAO course of training; serves as the FAO Officer Evaluation Report rater.	Director, CL	DA Pam 600-3; AR 611-101	X	X	X
2. Works with the FAO Branch Representative of various services to ensure appropriate course offerings and training pipeline; coordinates with Marshall Center stakeholders to ensure appropriate FAO "product."	Director, CL; External Agencies	DA Pam 600-3; AR 611-101	X	X	X
3. Assists FAOs in their professional development through aggressive mentorship program; oversees and coordinates with FAOs throughout graduate school application processes.	Director, CL	DA Pam 600-3; AR 611-101	X	X	X
4. Pursues Internship opportunities and assists FAOs in Internship planning and execution requirements.	Director, CL; External Agencies	DA Pam 600-3; AR 611-101	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

CONFERENCE CENTER (ECMC-CC)

Mission:

- Serve as an international forum for defense contacts to share ideas vital to European Security.
- Focus on methods to promote regional cooperation, incorporating the principles of democracy and the conditions for a market economy, and strengthening ties within the community of democratic nations.
- Assist Partnership for Peace nations in the establishment of national security structures and supporting institutions which are compatible with democratic principles and processes, the establishment of civilian oversight of the military, and market economies.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Conference Center Directorate

DIVISION: Office of the
Director
(ECMC-CC)

OPERATIONAL
APPLICABILITY

<u>AGENCY FUNCTIONS</u>	<u>SOURCE OF REQUIREMENTS</u>	<u>IMPLEMENTING DIRECTIVE(S)</u>	<u>PEACE</u>	<u>CRISIS</u>	<u>WAR</u>
1. Plans, organizes, coordinates, executes and reports conferences and seminar information exchange activities for the Marshall Center.	Director	EUCOM Dir 56-2	X	X	X
2. Develops the methods and means to promote regional cooperation, incorporating the principles of democracy and the conditions for a market economy and strengthening ties with the community of democratic nations.	Director	EUCOM Dir 56-2	X	X	X
3. Focuses on exchanging information and sharing ideas on European and Eurasian security to identify potential problem areas in order to begin working on workable solutions to those problems.	Director	EUCOM Dir 56-2	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Conference Center Directorate

DIVISION: Office of the Deputy
Director

(ECMC-CC-DD)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Manages the center's planning effort by initially building the Fiscal Year conference and seminar program, then establishing milestones and conducting periodic reviews to ensure Conference Division detailed planning is progressing on track.	Director	EUCOM Dir 56-2	X	X	X
2. Manages Conference Center's civilian personnel activities, ensuring all personnel actions are accomplished in a timely fashion.	Director	EUCOM Dir 56-2	X	X	X
3. Prepares implementation plans for Director's initiatives to enhance conference and seminar execution. Monitors Division Chiefs' execution of implementation instructions.	Director	EUCOM Dir 56-2	X	X	X
4. Functions as Conference Center's primary point of contact for all external matters. Gives tasking assignments to Division Chiefs for Conference Center taskings and coordination issues. Sets and enforces internal suspenses.	Director	EUCOM Dir 56-2	X	X	X
5. Establishes and maintains contact with other academic institutions, foundations and companies to keep abreast of conferencing activities going on in the region and to ensure unit conferencing techniques are current.	Director	EUCOM Dir 56-2	X	X	X
6. Oversees the implementation of Activity Based Costing and Malcolm Baldrige management systems, integrating the Conference Center into the overall Marshall Center system.	Director	EUCOM Dir 56-2	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Conference Center Directorate

DIVISION: Conference Divisions
(A, B & C)
(ECMC-CC-A, B & C)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Plans, organizes, coordinates, executes and reports conferences and seminars. As such: - conducts assessments to determine event purpose, scope and focus. - develops agendas. - recommends and invites expert speakers. - prepares messages and invitations for attendees. - prepares messages for country clearances. - coordinates and executes conferences/seminars. - develops, coordinates and publishes reports. - provides selective Protocol and administrative functions.	Director	EUCOM Dir 56-2	X	X	X
2. Recommends methods and means to promote regional cooperation, incorporating the principles of democracy and the conditions for a market economy and strengthening ties with the community of democratic nations.	Director	EUCOM Dir 56-2	X	X	X
3. Researches and prepares formal and informal recommendations pertaining to the execution of the FY conference/seminar program.	Director, CC,	EUCOM Dir 56-2	X	X	X
4. Interfaces with and serves as a point of contact for diverse US, German and international audiences, to include senior level military and civilian personnel in the NATO nations and Central & Eastern European and Former Soviet Union countries.	Director	EUCOM Dir 56-2	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Conference Center Directorate

DIVISION: Resources &
Administration
(ECMC-CC-R)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Plans, organizes, coordinates, manages and reports on all fiscal/budgetary and administrative functions for the Conference Center. As such: - prepares and manages support contracts for conference/seminar activities. - prepares and manages travel orders for conference attendees and guest speakers. - plans and supports extra-curricular activities, as required. - maintains functional files for directorate level functions.	Director	EUCOM Dir 56-2	X	X	X
2. Develops, coordinates and makes recommendations concerning the FY conference program.	Director	EUCOM Dir 56-2	X	X	X
3. Develops, updates, reviews and manages the Conference Center current annual budget; makes recommendations on the out years input in the Program Objective Memorandum (POM).	Director	EUCOM Dir 56-2	X	X	X
4. Provides long-range planning activities for the Conference Center, to include calendars and major scheduling functions.	Director	EUCOM Dir 56-2	X	X	X
5. Provides administrative support across the entire Conference Center for directorate level functions and activities.					
6. Participates in the development and review of EUCOM and Marshall Center strategies, policies and procedures.	Director	EUCOM Dir 56-2	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STUDENT AFFAIRS DIRECTORATE (ECMC-SA)

Mission: To recruit course participants for CISS resident courses, provide travel to and from the Marshall Center; provide lodging, sustenance, and non-academic support; facilitate continued contact between course participants and the Marshall Center in support of EUCOM strategy to promote active, peaceful engagement.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Student Affairs Directorate

DIVISION: Office of the Director
(ECMC-SA)OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Supervises daily administration of all Student Affairs functions. Represents Student Affairs in the Marshall Center Management Group Meetings (MGM), Deputy Director's Staff Meetings and all other meetings as appropriate.	Director	MC SOP	X	X	
2. Responsible for personnel issues within Student Affairs. Coordinates with Civilian Personnel Office and US Army Personnel Administration Center to properly manage these issues.	Director	MC SOP	X	X	
3. Responsible for Student Affairs budget. Submits input to Resource Management Office and attends all Working and Executive PBAC sessions.	Director, RM	MC SOP	X	X	
4. Develops and executes all administrative support within Student Affairs as it relates to course participant personnel. Coordinates with Support Directorate and Operations, Plans & Analysis Directorate for external support requirements.	Director, DS, OPA	MC SOP	X	X	

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Student Affairs Directorate

DIVISION: Student Liaison Office
(ECMC-SA-SL)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Serves as the primary focal point of all administrative and logistical matters for College of International and Security Studies Course participants.	Director	USAREUR Reg 210-1	X	X	
2. Coordinates travel arrangements for CISS course participants to the Marshall Center and return to their home countries.	Director, CL	DoD Reg 4500.54-G; MC Travel SOP	X		
3. Processes visas for Marshall Center CISS course participants, staff, faculty and Foreign Area Officer students.	Director All directorates	DoD Reg 4500.54-G; MC Travel SOP	X		
4. Responsible for quality of life, to include social, athletic and cultural programs for CISS course participants to include messing, billeting, sponsorship and emergency health care.	Director	AR 40-3	X	X	
5. Responsible for logistical coordination of major CISS Field Study trips to the United States and within Europe.	Director Director, DSS	MC SOP	X	X	
6. Responsible for coordinating in/out processing activities for CISS course participants.	Director	MC SOP	X	X	
7. Oversees emergency support programs as necessary.	Director	MC SOP	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Student Affairs Directorate

DIVISION: Registrar's Office
(ECMC-SA-RA)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Provides admissions and registration support for all Marshall Center academic programs.	Director, CL	MC SOP	X		
2. Provides student administrative support and oversight of all student records; provides information management and database support for all Marshall Center academic records; administers Marshall Center's controlled testing program.	Director, CL	MC SOP	X		
3. Recruits course participants for College of International & Security Studies (CISS) programs; provides oversight and coordination of visas, country clearances, and German registration for CISS program participants.	Director, CL	MC SOP	X		
4. Provides Quality of Life Survey assessment for CISS course participants.	Director, CL	MC SOP	X		

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Student Affairs Directorate

DIVISION: Graduate Support Office
(ECMC-SA-GS)OPERATIONAL
APPLICABILITY

<u>AGENCY FUNCTIONS</u>	<u>SOURCE OF REQUIREMENTS</u>	<u>IMPLEMENTING DIRECTIVE(S)</u>	<u>PEACE</u>	<u>CRISIS</u>	<u>WAR</u>
1. Serves as the primary focal point for all matters concerning career tracking, information dissemination, social programs, opinion surveys, newsletter publication, structure and maintenance of a home page and other matters involved with alumni activities.	Director	DoD Dir 5200.34 German MOA	X	X	
2. Establishes and maintains a graduate network in order to accomplish Marshall Center tasks of acting as the forum for regional defense issues; coordinates with embassies, directorates and other appropriate agencies for the maintenance and use of this network.	Director	DoD Dir 5200.34 MC Dir 20-1 German MOA	X	X	
3. Responsible for all aspects of coordinating up to 12 receptions for alumni in foreign capitals annually.	Director	DoD Dir 5200.34	X	X	
4. Responsible for coordinating one annual conference for distinguished alumni in Garmisch-Partenkirchen.	Director	DoD Dir 5200.34	X	X	
5. Responsible for civilian personnel issues within the Graduate Support Office; coordinates with Civilian Personnel Office to properly manage these issues.	Director	DoD Dir 5200.34	X	X	

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

OPERATIONS, PLANS AND ANALYSIS DIRECTORATE (ECMC-OPA)

Mission: To be responsible to the Director, Marshall Center, for coordination of externally focused plans and policies and for long-range, strategic planning in support of the Director's vision and the CINC, EUCOM, Theater Objectives. As such, to serve as the Marshall Center principal point of contact with USEUCOM, DA, OSD, and any other outside agencies

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Operations, Plans and Analysis DIVISION: Office of Director
Directorate (ECMC-OPA)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Directs development of Marshall Center strategic mission, initiatives and organizational structure to promote regional cooperation, enhance the functioning of democracy and institutional conditions for a free market economy, and strengthen ties within the European community of democratic nations.	DoD Dir 5000.34	ED 56-2	X	X	X
a. Identifies appropriate institutions for exchanging information and sharing ideas on European and Eurasian security to identify potential problem areas in order to begin working on workable solutions to those problems.					
b. Ensures liaison with institutions to obtain/share information and ideas on European security and identify potential problems in time to provide workable solutions.					
c. Transmits plans, recommendations and reports on Marshall Center activities designed to influence the development of strategy, policies and programs for assisting Eastern European and Eurasian nations in the democratic process.					
2. Coordinates and develops consensus on Marshall Center policy(s) development—all internal, command-wide policy(s) initiatives; AND all externally focused policy(s) initiatives in support of long-range, strategic plans and programs. Ensures policy(s) meet(s) regulatory and policy guidance of DoD.	DoD Dir 5000.34	ED 56-2	X	X	X
3. Directs and coordinates internal long-range plans to integrate strategic planning far and near term execution of resources; provides training management, operational coordination, and executive schedule and calendar integration; produces a consolidated, coordinated calendar of events.	DoD Dir 5000.34	ED 56-2	X	X	X
4. Coordinates plans for externally focused major Marshall Center strategic programs which require policy development to include development of memoranda of agreement. Transfers responsibility to an Operational Directorate for execution phase, while maintaining policy oversight responsibility.	DoD Dir 5000.34	ED 56-2	X	X	X
5. Maintains liaison with EUCOM, JCS and OSD offices of primary responsibility. Ensures these offices are kept informed of major events and follows up to coordinate/resolve policy issues.	DoD Dir 5000.34	ED 56-2	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

**STAFF AGENCY: Operations, Plans and Analysis
Directorate**

**DIVISION: Administration Support*
(ECMC-OPA)**

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Provides executive and general support to the Directorate (e.g., reception, phone reception, scheduling, personal calendars).	AR 25-20	JCS Pub 2	X	X	X
2. Prepares and proofreads correspondence from drafts, using automated office equipment and a variety of software.	Director		X	X	X
3. Reproduces, distributes and controls incoming/outgoing correspondence (e.g., FAX; official mail; message traffic). Maintains log as required to manage correspondence.	AR 105-31 (corres) AR 25-50 (FAX) DoD Manual (mail) 4525.6M/4525.8M	JCS Pub 2 JCS Pub AR 25-51	X	X	X
4. Maintains functional files under MARKS.	AR 25-400.2	JCS Pub 2	X	X	X
5. Maintains inventory of accountable equipment.	SM 65-2	JCS Pub 2	X	X	X
6. Maintains supplies and equipment.	SM 65-2	JCS Pub 2	X	X	X
7. Maintains, prepares and coordinates briefing slides using graphics software, as well as status boards, logs, rosters, charts, etc. as required.	SM 65-2	JCS Pub 2	X	X	X
8. Manages suspense actions, maintaining a log of incoming and outgoing suspense/taskers for the Directorate as required; including follow-up on outgoing correspondence.	Director		X	X	X
9. Operates the Classified Local Area Network connecting the Marshall Center and US EUCOM, logging and distributing LAN messages as directed.	Director		X	X	X
10. Conducts additional clerical duties as assigned.	AR 25-20	JCS Pub 2	X	X	X
11. Serves as the primary timekeeper for the Defense Civilian Pay System (DCPS) payroll/time and attendance reports for Plans and Policy and other designated departments.	REL 97-1	DCPS-UM-04	X	X	X

* Duties assumed by Administrative Support Personnel within the Directorate.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

**STAFF AGENCY: Operations, Plans and Analysis
Directorate**

**DIVISION: Operations
(ECMC-OPA-OPS)**

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Coordinates externally-focused Marshall Center policy(s) and initiatives; monitors and resolves issues as required.	Director	ED 20-1	X	X	X
a. Maintains daily liaison and serves as primary Marshall Center interface with EUCOM J5-E.					
b. Interfaces as required with external organizations including civilian and military personnel from OSD, JCS, NATO, AMEMBs and PfP partner state customers.					
2. Coordinates development of command-wide, internal Marshall Center policy/initiatives, not clearly related to any one directorate (e.g., PATs; SOPs; inspections).	Director	ED 20-1	X	X	X
3. Maintains policy coordination/oversight of externally focused major MC programs not clearly related to any one directorate (e.g., Partnership Support Program).	Director	ED 20-1	X	X	X
4. Coordinates/prepares recurring externally focused reports crossing directorate lines (e.g., CCC; QIA; ECJ5 Top Five Report; Monthly "One Pager" to the CINC).	Director	ED 20-1	X	X	X
5. Coordinates/prepares recurring externally focused, short range Marshall Center policy papers and responses to taskings, conducting required staff coordination and research as necessary (e.g., EODs).	Director	ED 20-1	X	X	X
6. Coordinates/prepares/updates Marshall Center Overview Briefing and other briefings as appropriate that cross directorate lines.	Director	ED 20-1	X	X	X
7. Serves as the assistant Secret LAN Operator and manages incoming/outgoing LAN and DINAH message traffic.	DCINC	ECJ6 Policy Letters	X	X	X
8. Supervises Policy and Operations Division personnel performing policy revision, internal and external operations and liaison, briefing preparation/execution, and other assigned tasks.	Director	ED 20-1	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Operations, Plans and Analysis DIVISION: Plans and Strategy
Directorate (ECMC-PP-PS)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Conducts strategic planning process for the Marshall Center leadership, facilitating planning sessions, staffing results and translating these products into organizational plans and policies. Produce detailed objectives in support of strategic plans and track achievement of these objectives.	Director	DoD 5200.34 MCD 20-1 ED 56-2	X	X	X
2. Conducts long range planning for the Marshall Center by coordinating with external agencies, orchestrating internal working groups, assisting senior leadership with refinement of organizational vision and translating that vision into detailed five-and ten-year plans.	Director	DoD 5200.34 MCD 20-1 ED 56-2	X	X	X
3. Develops and publishes comprehensive annual plans that synchronize all Marshall Center programs and support activities in support of the organizational mission; provides for training, professional development requirements and clear guidance with which the directorates can develop individual annual plans.	Director	DoD 5200.34 MCD 20-1 ED 56-2	X	X	X
4. Develops and provides Marshall Center input to the Theater Security Planning System, all other associated planning processes and any other EUCOM or NATO plans that impact on the Marshall Center.	Director	DoD 5200.34 MCD 20-1 ED 56-2	X	X	X
5. Coordinates Marshall Center programs and activities with the NATO School (SHAPE) as appropriate and in accordance with EUCOM guidance.	Director	DoD 5200.34 MCD 20-1 ED 56-2	X	X	X
6. Develops programming and planning input to the PPBS process, maintaining dialogue with appropriate agencies at EUCOM, USAREUR, HQDA, Joint Staff and OSD.	Director	DoD 5200.34 MCD 20-1 ED 56-2	X	X	X
7. Supervises Plans and Operations Division personnel performing strategy and administrative functions.	Director		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

**STAFF AGENCY: Operations, Plans and Analysis
Directorate**

**DIVISION: Program Analysis
(ECMC-OPA-PA)**

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Identifies appropriate institutions for exchanging information and sharing ideas on European/Eurasian security to identify customer needs.	DoD Dir 5000.34	MCD 20-1	X	X	X
2. Interfaces as required with external organizations including other EUCOM elements, US national elements and bilateral connections to German agencies and institutions through the MC German chain of command	DoD Dir 5000.34	MCD 20-1	X	X	X
3. Coordinates and develops consensus on Marshall Center program developments. Ensures policy(s) meet(s) regulatory and policy guidance of DoD.	Director	MCD 20-1	X	X	X
4. Determines formal measurement criteria to assess MC programs for effectiveness, relevance and customer satisfaction.	Director	MCD 20-1	X	X	X
5. Initiates and coordinates research projects to gather market data by; observation, surveys, interviews and focus groups.	Director	MCD 20-1	X	X	X
6. Provides internal directorates with formal market data to aid program development and refinement. Market data is gathered from resident students, faculty observations, alumni and the alumni supervisors.	Director	MCD 20-1	X	X	X
7. Establish benchmarks for comparing MC programs with similar educational institutions worldwide.	Director	MCD 20-1	X	X	X
8. Maintains current program information on other organizations working democratization issues in client countries.	Director	MCD 20-1	X	X	X
9. Monitors target markets (eligible students in client countries) to measure awareness and perceived reputation of MC.	Director	MCD 20-1	X	X	X
10. Interprets market research and adapts communications to specific audiences.	Director	MCD 20-1	X	X	X
11. Develops and provides Marshall Center input to the Theater Security Planning System, in accordance with Theater Engagement Plan Management Information Requirements (TEPMIS reporting criteria).	EUCOM	MCD 20-1 EC-AS	X	X	X
12. Participates in special studies directed toward the development of solutions to unique fiscal or budget management problems (Acty Based Costing).	DoD Dir 7200.1	Director AR 37-1 ED 50-2	X	X	X
13. Assists in the operation of the Classified Local Area Network connecting the Marshall Center and US EUCOM, logging and distributing LAN messages pertinent to program analysis issues.	DCINC	ECJ6 Dir	X	X	X
14. Coordinates development of command-wide, internal Marshall Center policy/initiatives related to program analysis not clearly related to any one directorate.	Director	DoD Dir 5000.34	X	X	X
15. Supervises Program Analysis Division personnel Performing analysis, survey, research and administrative functions.	Director		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

RESOURCE MANAGEMENT DIRECTORATE (ECMC-RM)

Mission: To serve as the principal advisor to the Director and Deputy Director on all resource issues. Responsible for the development of the Marshall Center operating budget and Joint Manpower Program. Monitors the execution of all financial resources and coordinates all manpower transactions to ensure the Marshall Center has the necessary resources to accomplish its mission. Serves as the Executive Agent for the Program Budget Advisory Council meetings and processes. Advises Program Directors in all facets of their budget formulation and execution. Provides oversight of the Marshall Center's travel policies and procedures and runs a limited Class A disbursing operation. Directs all coordination regarding the German government's financial contribution to the Marshall Center's operating budget.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Resource Management Directorate

DIVISION: Office of the Director
(ECMC-RM)OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Develops, updates, reviews and oversees the overall Marshall Center current fiscal year (FY) budget; provides advice and recommendations to the Deputy Director/Chief of Staff, and the Director, Marshall Center.	DFAS-IN 37-1	JCS Pub 2	X	X	X
2. Monitors the current FY fund status and budget execution for the Marshall Center.	DFAS-IN 37-1	JCS Pub 2	X	X	X
3. Develops, updates, reviews and coordinates the Program Objective Memorandum (POM); provides advice and recommendations to the Deputy Director/Chief of Staff, and the Director, Marshall Center.	DFAS-IN 37-1	JCS Pub 2	X	X	X
4. Represents, as directed, the Deputy Director/Chief of Staff, and the Director, Marshall Center, in resource actions.	DFAS-IN 37-1	JCS Pub 2	X	X	X
5. Acts as the single point of contact for all audit matters from external agencies (AAA, GAO, etc.)	Director	AR 11-7 ED 50-8	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Resource Management Directorate

DIVISION: Budget
(ECMC-RM-B)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Executes, maintains and controls current year budget; maintains and reports on prior year status.	DoD Dir 7200.1 DFAS-IN 37-1 ED 50-2	PBG FAD STANFINS Reporting	X	X	X
2. Executes and coordinates Program Budget Advisory Committee meetings.	DFAS-IN 37-1	SOP ED 50-2	X	X	X
3. Recommends and executes procedures for Interservice Support Agreements.	DFAS-IN 37-1 AR 37-49	Director	X	X	X
4. Executes, maintains and controls Official Representational Funds (ORFs).	DFAS-IN 37-1 AR 37-49	Director	X	X	X
5. Prepares Resource Management Update (RMU) and Command Budget Estimate (CBE) for inclusion in USEUCOM submissions.	AR 1-1 DFAS-IN 37-1	Director	X	X	X
6. Prepares Other Procurement Army (OPA) Budget Submissions.	AR 1-1 DFAS-IN 37-1	Director	X	X	X
7. Executes and controls Database Commitment Accounting System (DCAS) for the Marshall Center.	DFAS-IN 37-1 ED 50-2	Director ED 50-2	X	X	X
8. Interprets policies, regulations and Comptroller General Decisions to establish financial policies for the Marshall Center.	AR 1-1 DFAS-IN 37-1 ED 50-2	Director	X	X	X
9. Executes, maintains and controls reimbursable orders received and issued.	DFAS-IN 37-1 ED 50-2	Director	X	X	X
10. Executes, maintains and controls German Contribution Funds.	German MOA	Director	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Resource Management Directorate **DIVISION: Program/Manpower/Disbursing (ECMC-RM-P)**
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Prepares Program Objective Memorandum (POM) submission to HQ EUCOM.	AR 1-1 DFAS-IN 37-1	Director	X	X	X
2. Conducts or participates in special studies directed toward the development of solutions to unique fiscal or budget management problems or new mission development.	DoD Dir 7200.1	Director DFAS-IN 37-1 ED 50-2	X	X	X
3. Manages and executes the Government Travel Card Program.	USEUCOM	Director	X	X	X
4. Responsible for the administration of the Marshall Center Activity Based Costing Model.	AR 1-1 DFAS-IN 37-1	Director	X	X	X
5. Responsible for the program development in support of the Marshall Center Long Range Plan Development.	AR 1-1 DFAS-IN 37-1	Director	X	X	X
6. Performs reviews and studies evaluating manpower management and civilian / military force development.	PAM 570-101.1 JCS MoP 75	Director	X	X	X
7. Develops recommendations for manpower requirements, the review and analysis of workload data, personal interviews and on-site observation.	PAM 570-101.1 J1 CJC SM 1600	Director	X	X	X
8. Administers the USEUCOM Internal Management Control (IMC) Program; prepares IMC reports and Annual Assurance Statements for the Marshall Center.	AR 11-2 ED 50-8	DoD Dir 5010.38	X	X	X
9. Coordinates all on-site survey actions with Director, Resource Management, and Deputy Director.	PAM 570-101.1	Director	X	X	X
10. Performs internal control reviews and follow-up on internal control review tasks.	PAM 570-101.1 AR 11-7 ED 50-8	Director	X	X	X
11. Analyzes and evaluates proposed manpower and organizational changes, determining resource implications.	PAM 570-101.1 JCS MoP 75	Director	X	X	X
12. Recommends grade adjustments and realignments which contribute to efficient workforce utilization.	PAM 570-101.1 JCS MoP 75	USEUCOM	X	X	X
13. Programs, allocates and controls manpower spaces.	PAM 570-101.1 JCS MoP 75	Director	X	X	X
14. Recommends changes in manpower allocations due to technology or mission changes.	PAM 570-101.1 JCS MoP 75	Director	X	X	X
15. Maintains and updates the personnel manning document.	PAM 570-101.1 DFAS-IN 37-1	Director	X	X	X
16. Identifies and recommends resolution to conflicts on overlapping areas of responsibility.	PAM 570-101.1	Director	X	X	X
17. Provides input to update the O&F manual based on study findings and Joint Manpower Program (JMP) preparation.	PAM 570-101.1 JCS MoP 75	USEUCOM	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Resource Management Directorate DIVISION: Program/Manpower/
Disbursing
(ECMC-RM-P)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
18. Prepares orders and settlements for official TDY, ITO and permissive missions.	DFAS-IN 37-1 JFTR JTR	Director SOP	X	X	X
19. Executes the Class A Agent duties and responsibilities for the Marshall Center.	Agreement with 208 th Commander	Director	X	X	X
20. Supports all Class A Agent payment requirements for official per diem and travel.	Agreement with 208 th Commander	Director	X	X	X
21. Provides all Class A Agent Instructions for the Marshall Center.	Agreement with 208 th Commander.	Director	X	X	X
22. Serves as proponent for Travel Entitlements.	JTR JFTR	Director SOP	X	X	X
23. Monitors and internally reviews Class A Agent duties to ensure compliance with applicable regs, directives, pams, etc.	AR 11-2 JFTR JTR	Director	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

DIRECTORATE OF SUPPORT (ECMC-DS)

Mission: To provide services to the Marshall Center by developing and implementing policies and directives for the Information Management, Logistics and Administrative Services Divisions in support of Marshall Center objectives.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Office of the
Director
(ECMC-DS)

OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Commands and controls the Support Directorate, providing oversight of the Information Management, Logistics and Administrative Services Divisions.	Director		X	X	X
2. Leads activities of Support Directorate in developing and executing plans, policies and procedures.	Director		X	X	X
3. Serves as the primary point of contact between the Marshall Center and the Area Support Team, Garmisch; and the Armed Forces Recreation Center-Europe.	Director		X	X	X
4. Manages and executes the Support Directorate budget.	AR 37-1		X	X	X
5. Develops long-range infrastructure plans for the Marshall Center.	Director		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Information
Management
(ECMC-DS-IM)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Provides oversight and command and control of the branches of the Information Management (IM) Division.	Director, Support		X	X	X
2. Serves as the senior Information Management policy official responsible for planning, developing and integrating cost effective solutions to support the needs of the Marshall Center.	AR 25-1 Paperwork Reduction Act	DoD Dir 5200.34	X	X	X
3. Develops IM budget and necessary internal controls to ensure cost effective solutions are implemented.	AR 37-1	Director, Support	X	X	X
4. Approves customer service requests for computer systems products and services.	AR 25-2		X	X	X
5. Represents the Marshall Center in international work groups in the areas of networking and information sharing.	AR 25-2		X	X	X
6. Manages Career Program for all Information Management Area employees.		AR 690-950	X	X	X
7. Serves as focal point for scientific/engineering studies conducted by USEUCOM Science Advisors.	AR 25-1		X	X	X
8. Chairs the Information Management Council.	AR 25-1		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Visual
Information
(ECMC-DS-IM-V)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Manages the Visual Information (VI) program and activities consistent with higher headquarters policies; establishes policies for management of VI resources; and reviews VI resources and requirements for efficiency and cost effectiveness.	DoD Dir 5040.2 DoD Dir 5040.2R	SM 5-28 SM 5-36	X	X	X
2. Manages graphic arts and visual service requirements for the Marshall Center; implements DoD and DA directives regarding appropriate use of visual information media.	DoD Dir 5040.2 JCS Printing Regs	SM 5-28 SM 5-36	X	X	X
3. Manages photographic support in accordance with DoD and DA directives.	AR 640-30 DA PAM 25-92	SM 5-28 SM 5-36	X	X	X
4. Establishes and executes Marshall Center Copier Program to include all high volume reprographic services; monitors and evaluates program implementation; develops command unique policy and procedures and provides input to SM 5-14 on all aspects involving office copiers; requests Headquarters approval of copier requirements; and, for Marshall Center staff offices, funds and coordinates procurement.	DoD Dir 4525.6M DoD 5015.2 AR 25-1	SM 5-14	X	X	X
5. Maintains inventory of accountable audio-visual, graphics and photographic equipment.	SM 65-2	JCS Pub 2	X	X	X
6. Operates and maintains audio-visual and interpretation equipment for Marshall Center lectures.	DoD Dir 5200.34	SM 5-14	X	X	X

AB-50

STAFF AGENCY: Directorate of Support

DIVISION: Library

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	(ECMC-DS-IM-L) OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Operates and maintains Research Library supporting the needs of the Conference Center and all Academic departments.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
2. Provides circulation, interlibrary loan, reference research, bibliographic services, CD Rom databases, online databases, and online databases of current awareness services in support of the Academic departments and to enhance the quality of the Marshall Center curriculum.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
3. Provides technical services support to ensure appropriate timely collection development and automated access to the collection.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
4. Maintains paper, microform and electronic information center periodicals, serials, conference proceedings, student papers, monographs, lectures and curriculum material.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
5. Chairs the Library Committee for the Marshall Center.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
6. Provides bibliographic support for curriculum development.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
7. Provides liaison with all Marshall Center components and US and international governmental, private, professional and academic libraries, agencies and individuals for the Marshall Center library.	DoD Dir 4115.41	AR 25-14, Chapter 10	X	X	X
8. Provides automated services through a shared database at the Marshall Center, DoD and internet-wide (web-based) level via electronic access to information, ensuring timely availability of library materials through an integrated library system.	DoD Dir 4115.41	AR 25-14 Chapter 10	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Systems Support
(ECMC-DS-IM-S)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Conducts periodic automation security assistance reviews of Marshall Center staff offices; provides technical assistance and guidance for the purpose of ensuring all security procedures are in compliance with appropriate DoD directives.	DoD Dir 2000.12 DoD Dir 5200.1R DoD Dir 5200.2R DoD Dir 5200.84	ED 25-12 ED 25-1 ED 25-6 ED 55-9	X	X	X
2. Provides information systems support for classified and sensitive information communication requirements of the Marshall Center Command Group; provides access to AUTODIN message traffic, file transfer, remote log-in, and Email capabilities.	Command Directives	DIA Pam 50-24 EUCOM Theater Intelligence Architecture Program CONOPS	X	X	X
3. Monitors the use of all automated systems within the Marshall Center organization.	JCS Pub 4-0 JCS Pub 4-01 JCS Pub 4-01.3		X	X	X
4. Maintains inventory of accountable information equipment.	SM 65-2	JCS Pub 2	X	X	X
5. Provides guidance and direction to the Marshall Center staff on information systems capabilities and limitations.	USCINCEUR	SM 5-32	X	X	X
6. Administers network services for electronic mail.	AR 25-1		X	X	X
7. Serves as the focal point for Partnership for Peace Information System (PIMS) on technical issues.					
8. Develops policy, plans and programs for improvements to the Marshall Center information systems, networks and facilities.	USCINCEUR JCS SM 7-82 JCS Guidance	ED 100-1,2,3,4 ED 100-7,8,9,13 ED 100-14,17,20,21	X	X	X
9. Designs and operates Marshall Center campus network and internet interface to include all phases from program planning through operation.		SM 100-2 ED 100-2	X	X	X
10. Provides representation to international work groups assessing communications issues; influences development of strategic studies, information systems and standards; and assures interoperability.	JCS 052204Z Sep 69, JCS 291556Z May 75		X	X	X
11. Integrates information technologies to maximize the productivity of Marshall Center customers; develops, tests, fields and supports standard Marshall Center-wide microcomputer configurations.		AR 25-1	X	X	X
12. Operates Center-wide customer support help desk to enhance customer productivity.		AR 25-1	X	X	X
13. Provides sustainment network training to Marshall Center staff to improve understanding and use of network services.			X	X	X
14. Prioritizes communication and computer requirements and directs allocation of assets accordingly.	Director, ECJ6 JCS Pub 6-0		X	X	X
15. Serves as the database administrator for the Marshall Center; performs administration of the Marshall Center SQL server-based corporate databases and provides customer assistance for Marshall Center database users.					
16. Researches specifications for all IM purchases and prepares necessary acquisition documents.	AR 25-1		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Systems Support
(ECMC-DS-IM-S)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
17. Manages and administers the WWW site in coordination with the Marshall Center Public Affairs Office.	DoD Dir 4115.41	AR 25-14 SM 5-46	X	X	X
18. Manages the cellular telephone inventory.	Marshall Center		X	X	X
19. Manages telephone requests and requirements.	Marshall Center		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Logistics
(ECMC-DS-LO)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Provides oversight and command and control of the branches of the Logistics Division.	Director, DS		X	X	X
2. Serves as the Support Directorate coordinator for large internal events hosted by the Marshall Center.	Director		X	X	X
3. Serves as the Project Engineer for all aspects of construction, renovation and repair of facilities at the Marshall Center.	Master Planning Board Director, DS		X	X	X
4. Serves as the Facilities Manager for the Marshall Center.	Marshall Center		X	X	X
5. Serves as the Facilities Liaison to the Area Support Team Department of Public Works.	Marshall Center		X	X	X
6. Coordinates and schedules common use facilities within the Marshall Center.	Conference Center College of International & Security Studies		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Supply
(ECMC-DS-LO-S)
OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
1. Provides property book services to the Marshall Center.	Director, DS	AR 710-2-1	X	X	X
2. Provides supply services to all Marshall Center directorates and Self Service Supply Center (SSSC) services to Garmisch AST.	Marshall Center Limited AST	AR 710-2-1	X	X	X
3. Manages and supervises ordering and delivery of equipment for the Marshall Center.	Marshall Center		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Transportation
(ECMC-DS-LO-T)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Manages and supervises the transportation assets of the Marshall Center.	Marshall Center	AR 58-1	X	X	X
2. Provides support to all Marshall Center official requirements as directed.	Marshall Center	AR 58-1	X	X	X
3. Provides backup support to Protocol when both Protocol drivers are engaged.	Marshall Center	AR 58-1	X	X	X
4. Refers all Community Support requests to Area Support Team Transportation.	Marshall Center	AR 58-1	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Procurement
(ECMC-DS-LO-P)
OPERATIONAL

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Establishes, maintains and executes the procurement planning process within the Marshall Center.	Marshall Center	FAR, part 7	X	X	X
2. Conducts purchasing activities for the entire Marshall Center.	Marshall Center	FAR, part 13	X	X	X
3. Oversees and executes contract administration for the Marshall Center.	Director, DS	FAR, parts 42 & 43	X	X	X
4. Oversees and executes the quality control program for procurement within the Marshall Center.	Marshall Center	FAR, part 47	X	X	X
5. Establishes, coordinates and monitors training associated with all aspects of procurement and contracting.	Director, DS	FAR, part 47	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Administrative Services
(ECMC-DS-AS)OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Administers the DoD Awards Program for the Marshall Center and implements appropriate service directives.	JCS MOP 75 DoD 1348.33M	ED 30-15 SM 30-15	X	X	X
2. Monitors the Marshall Center Postal Operations.		ED 10-4 ED 10-5	X	X	X
3. Receives and distributes all US official incoming and outgoing mail and correspondence.	DoD 4525.8M	SM 10-4	X	X	X
4. Advises the command and staff of the Marshall Center on postal matters and answers questions involving postal functions within the Marshall Center.	DoD 4525.6M	ED 10-4 ED 10-5	X	X	X
5. Manages the Marshall Center Administration Support in the areas of orders, distribution and Records Management.	DoD 4525.8M DoD 5200.1 DoD 5400.7 AR 340-26	SM 5-14	X	X	X
6. Manages the Marshall Center Administration Support in the areas of electronic data interchanges, forms and publications, reference library and records management.	DoD 4525.8M DoD 5200.1 DoD 5400.7 AR 340-26	SM 5-14	X	X	X
7. Serves as POC for coordination with CPAC and CPOC.	AR 690-950	Verbal Order of Director	X	X	X
8. Implements policy and processes all awards and decoration recommendations for joint military awards submitted by the Marshall Center, its directorates and divisions.	JCS MOP 75 DoD 1348.33M	ED 30-15 SM 30-15	X	X	X
9. Implements and manages the USEUCOM approved files management program.	AR 25-400-2	SM 5-14	X	X	X
10. Operates and maintains required administrative set of publications and reference material for the Marshall Center.	AR 25-1	SM 5-29	X	X	X
11. Manages multi-service/multi-agency publications and forms accounts within the Marshall Center area of responsibility.	AR 25-30 AFR 0-9 NAVSUP PUB 2002D	AR 25-30 AFR 0-9 NAVSUP PUB 2002D	X	X	X
12. Manages resources and establishes operational funding requirements for administrative services, supplies and functions.	AR 37-1	ED 50-2	X	X	X
13. Monitors the Marshall Center Voting Assistance Program and represents the Marshall Center in coordination and dissemination of voting information.	DoD-GEN 60	Annual Memo	X	X	X
14. Serves as the Marshall Center proponent for the Marshall Center Telephone Book and; collects changes and implements the republishing of the Directory (Organizational chart) as necessary.		SM 5-35	X	X	X
15. Performs periodic staff assistance visits/inspections and responds to special one-time visit requests in office administration areas.	AR 25-1	SM 5-14	X	X	X
16. Administers and oversees the USEUCOM field records management program to update field records and retirement actions for the Marshall Center.	AR 25-1 AR 25-400-2	SM 5-14	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Administrative Services
(ECMC-DS-AS)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
17. Assists Resource Management in the development of personnel requirements to meet Marshall Center operational requirements.		JMP	X	X	X
18. Coordinates Marshall Center policies and procedures for the implementation of casualty assistance operations for both civilian and military Marshall Center members.	JCS PUB 2	USCINCEUR OPLAN 4122 AR 600-8-1	X	X	X
19. Provides advice and guidance to Director, Marshall Center, and staff concerning policy issues, regulations and general information pertaining to assigned military and civilian personnel.	DoD Directive	Service Regs	X	X	X
20. Processes military personnel actions, extensions, curtailment of tour requests, passports, student (family members) travel and other actions for military personnel assigned to the Marshall Center.	DA Directed UNAAF JCS PUB 0-2	AR 614-30 AR 614-100 Service Regs	X	X	X
21. Receives, validates and forwards to Finance and Accounting Office all leave requests submitted by military and civilian personnel assigned to the Marshall Center.	DA Directed UNAAF JCS PUB 0-2	AR 630-5 CPOC Instructions	X	X	X
22. Coordinates attendance for all Marshall Center enlisted and officer personnel for professional military education courses, to include PLDC, BNCOC, ANCOC, First Sergeant Course and Sergeant Major Academy for enlisted personnel; and CAS3, CGSC, JPME II and Army War College for officer personnel.	DA Directed	AR 614-200 (EM) AR 614-100 (Officer) AR 690-950 (Civilian)	X	X	X
23. Organizes, conducts and administers the Army Weight Control Program and other service weight programs.	DA Directed	AR 600-9	X	X	X
24. Serves as the focal point for military and civilian staff training.					
25. Performs orderly room functions as required by Army Regulation and other service requirements, to include In/Out Processing, issuance of medical TDY orders, routine correspondence preparation, retention/reenlistment processing, CTT testing and other duties as assigned.	DA Directed	DA PAM 600-8	X	X	X
26. Implements the Marshall Center "First Stop" In/Out Processing procedures for all assigned military and civilian personnel.	MC SOP 612-1	MC SOP 612-1	X	X	X
27. Monitors and implements the Marshall Center Sponsorship Program.			X	X	X
28. Provides assistance and training of Total Army Personnel Evaluation System (TAPES); maintains a database to ensure that all assigned personnel receive timely counseling and appraisals.	TAPES 5 USC, Ch 4302	TAPES 5 USC, Ch 4302	X	X	X
29. Administers EO/EEO Program.					
30. Serves as the Marshall Center POC for military and civilian pay issues.	Update 13	Update 13	X	X	X
31. Manages 110 publication/form accounts within the Marshall Center area of responsibility.	AR 25-30 AFR 0-9 NAVSUP PUB 2002D	AR 25-30 AFR 0-9 NAVSUP PUB 2002D	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Directorate of Support

DIVISION: Administrative Services
(ECMC-DS-AS)OPERATIONAL
APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	PEACE	CRISIS	WAR
32. Manages Marshall Center Intermittent On-Call (IOC) program.	AR 690-400	AR 690-400 Verbal Order of Director	X	X	X
33. Manages the DoD Freedom of Information Act (FOIA) Program for the Marshall Center.	AR 690-400	AR 690-400 Verbal Order of Director	X	X	X
34. Manages the Marshall Center Privacy Act Program.	AR 340-21	AR 340-21	X	X	X
35. Manages the Marshall Center Congressional Inquiry Program.	MC SOP 340-1	VOCO	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

PARTNERSHIP FOR PEACE CONSORTIUM (ECMC-PFP)

Mission:

- Strengthen defense and military education through enhanced national and institutional cooperation.
- Serve as an international forum for defense contacts to share ideas vital to European Security through activities such as: annual conferences that are working conferences, working groups which would meet at the expert level, a world-wide web home page, and a scholarly journal.
- Foster greater academic and educational opportunities within the defense and security community; encouraging high standards for professional military education; promoting cost-effective education through collaborative distance learning and distributed training; expanding dialogue, understanding, and cooperation through security-related research in EAPC countries; and, exploring complementary relationships with other institutions such as the NATO Defense College.

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Partnership for Peace Consortium

DIVISION: Office of the
Director
(ECMC-PFP)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Exercises authority, direction and control over the PFP Consortium Secretariat.	DoD 5200.00		X	X	X
2. Directs, coordinates, and integrates the activities of the PFP Consortium.	DoD 5200.00		X	X	X
3. Manages and supervises activities in support of international-level objectives in the areas of (1) defense contacts; (2) defense education; (3) research, conferences, and seminars on security issues.	DoD 5200.34		X	X	X
4. Develops and fosters key working relationships between national and international organizations involving defense education and research.	DoD 5200.34		X	X	X
5. Plans, develops and makes resourcing decisions for the necessary infrastructure to support the PFP Consortium.	DoD 5200.34		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Partnership for Peace Consortium

DIVISION: Deputy
Director
(ECMC-PFP-DD)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Exercises day-to-day authority, direction and control of PFP Consortium Secretariat personnel and resources.	DoD 5200.34		X	X	X
2. Serves in the capacity of the Director in the Director's absence.	DoD 5200.34		X	X	X
3. Establishes internal operating procedures and supervises the execution of plans, programs, and major initiatives.	DoD 5200.34		X	X	X
4. Integrates requirements of the Secretariat's programs to accomplish assigned missions within resource constraints.	DoD 5200.34		X	X	X
5. Oversees development of full capabilities of the Secretariat in the performance of international objectives.	DoD 5200.34		X	X	X
6. Manages oversight of all civilian and military positions within the consortium.	JCS MOP 75 EUCOM Dir 51-1		X	X	X
7. Ensures Secretariat requirements are integrated into Marshall Center programs.	EUCOM Dir 56-2		X	X	X
8. Conducts representational activities with high-ranking US and foreign dignitaries.	DoD 5200.34	DoD 5000.7	X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Partnership for Peace Consortium

DIVISION: Operations
(ECMC-PFP-OPS)
OPERATIONAL

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Plans and executes the PfP Consortium's daily and long-term operations.	DoD 5200.00		X	X	X
2. Develops strategic plans concerning long-term goals for the PfP Consortium.	DoD 5200.00		X	X	X
3. Represents the PfP Consortium at a wide range of meetings and conferences with US, NATO, and PfP representatives to provide guidance and technical advice on matters relating to the operations of the PfP Consortium's Secretariat.	DoD 5200.00		X	X	X
4. Supervises PfP Consortium Secretariat administrative functions.	DoD 5200.00		X	X	X
5. Administers budget for long-range programs.	DoD 5200.00		X	X	X
6. Responsible for coordination of PfP Consortium conferences.	DoD 5200.00		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Partnership for Peace Consortium

DIVISION: IT Support
(ECMC-PFP-IT)

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	OPERATIONAL APPLICABILITY		
			PEACE	CRISIS	WAR
1. Information Technology (IT) support will integrate current information technologies and techniques into Pfp Consortium related curricula.	DoD 5200.34		X	X	X
2. Facilitate the implementation of related hardware, software, and processes at the Pfp Consortium Secretariat.	DoD 5200.34		X	X	X
3. Provide subject matter expertise in all computer related aspects of Pfp Consortium Secretariat functions including conference and working group support.	DoD 5200.34		X	X	X
4. Maintain Pfp Consortium web-page.	DoD 5200.34		X	X	X

Appendix AB
George C. Marshall European Center for Security Studies (ECMC)
Organization and Functions

STAFF AGENCY: Partnership for Peace Consortium

DIVISION: Working Group

Support
(ECMC-PFP-WGS)

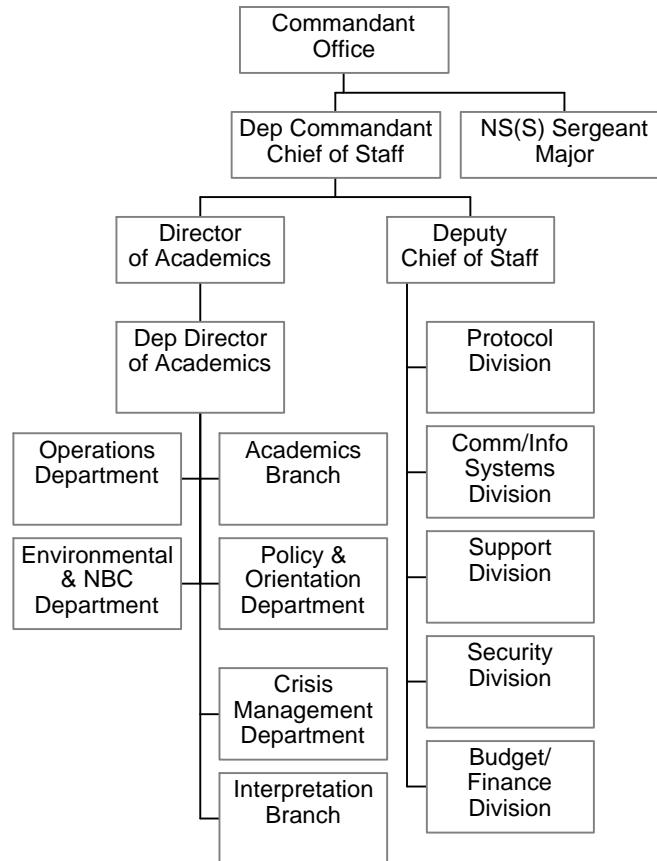
OPERATIONAL

APPLICABILITY

AGENCY FUNCTIONS	SOURCE OF REQUIREMENTS	IMPLEMENTING DIRECTIVE(S)	APPLICABILITY		
			PEACE	CRISIS	WAR
1. Responsible for planning and executing all PFP Consortium efforts concerning Advanced Distributed Learning programs and projects.	DoD 5200.34		X	X	X
2. Assists in the development of strategic ADL plans concerning long-term goals for the PFP Consortium that support US engagement strategy in the region.	DoD 5200.34		X	X	X
3. Works as central tasking authority for operation support requirements from tenant and external activities in support of distance learning endeavors.	DoD 5200.34		X	X	X
4. Reviews operational details and requirements, determines the PFP Consortium's capability to support the requests, and provides the required support.	DoD 5200.34		X	X	X

Appendix AC NATO School Organization and Functions

NATO School



1. **Mission:** The NATO School (SHAPE) mission is to conduct courses, training and seminars in support of the current and developing NATO strategy and policy, including cooperation and dialogue with military and civilian personnel from Non-NATO countries and to accomplish special tasks as assigned by SHAPE.

2. Major Functions:

2.1. COMMAND GROUP

2.1.1. COMMANDANT:

- Exercises command, control, and supervision over all assigned personnel from all nations.
- Exercises command, control, and supervision over all elements and activities of the NS(S) and installation.
- Responsible directly to SACEUR through ACoS, Operations and Logistics at SHAPE for formulating, preparing, updating, and administering the academic program.
- Plans, oversees, and executes the budget for the school and associated activities.

Appendix AC
NATO School
Organization and Functions

- Deals directly with USAREUR, HQ USEUCOM and SHAPE on matters of operational and logistics support.
- Deals through USAREUR with MOD Bonn on logistical support matters, as necessary, to carry out the mission of the NS(S) as directed by SHAPE.
- Negotiates with the national MODs and the National Military Representatives (NMRs) at SHAPE for the appointment of personnel filling the non-U.S. posts at the NS(S).
- Ensures the necessary administrative, logistical, personnel, and security support are provided by the designated agents in accordance with existing agreements.
- Installation commander.
- Financial manager of all accounts.
- Holds Non-Judicial Punishment, Uniform Code of Military Justice (UCMJ) authority over assigned U.S. personnel.

2.1.2. DEPUTY COMMANDANT/CHIEF OF STAFF:

- Performs duties as the Commandant and Commander of the NATO School (SHAPE) in his absence.
- Acts as the Commander of the German Element.
- Executes overall responsibility in accordance with national regulations, laws, and procedures at the equivalent Battalion level. In this dual capacity, is directly subordinate to the Amtschef, SKA for national matters, and directly subordinates to the Commandant, NATO School (SHAPE), on School matters.
- Represents the Commandant during Mobile Training Team (MTT) missions, guest speaker introductions, opening/closing ceremonies for courses and social functions; NATO Headquarters and major subordinate commands meetings; NATO School (SHAPE) Board of Advisors Executive Committee meetings.
- Supervises, directs, and coordinates the day to day operation of the NATO School (SHAPE).
- Reviews, evaluates, and coordinates correspondence studies, procedures, and directives concerning plans, procedures, and operations.
- Acts as the reviewing and coordinating official for all matters requiring the Commandant's attention to include budget matters and fiscal documents.
- Serves as Business Operations Board Chairman and possesses full authority and responsibility for the executive watch and implementation of all financial program elements.
- Administers a School operations budget line of approximately DM 9.5 million. Serves as Chairman of the Morale, Welfare, and Activities Council and possesses full authority to administer the operations of the Council.
- Administers Community budget line of approximately DM 0.5 million.
- Oversees School Enlargement project: Senior School representative responsible for all aspects of planning a physical plant expansion of the school which will double its capability.
- Supervises the Public Information/Relations program through close liaison with the German Military and administrative Authorities and agencies in Bavaria.

Appendix AC
NATO School
Organization and Functions

2.1.3. DEPUTY CHIEF OF STAFF

- Responsible to the Chief of Staff. Assists the Chief of Staff in coordinating all assigned activities of the Staff. Responsible for maintaining close liaison with all Assistant Chief's of Staff. Screens incoming non-German correspondence for the Chief of Staff. Assigns and monitors tasks to the Staff by direction of the Chief of Staff. Maintains liaison with Academics and external military/civilian agencies as directed by the Chief of Staff.
- In the absence of the Chief of Staff, reports to and coordinates all Staff activities with the Commandant.
- Performs as the chief advisor on all aspects of operations and procedures of his service. Contributes to NS(S) operations in other duties as required.

2.1.4. GERMAN S1

- Responsible to the Chief of Staff for all GE military manpower matters.
- Responsible for reviewing all incoming German correspondence relating to personnel issues prior to the Chief of Staff's signature and responsible for dealing with the whole spectrum of German personnel correspondence.
- Monitors the GE leave program. Coordinates with the NS(S) Personnel & Community Activities Branch for GE military manpower support at the NS(S).
- Responsible for all matters concerning GE reservists that serve as students at the NS(S).
- Contributes to NS(S) operations in other duties as required.

2.1.5. GERMAN S3

- Responsible to the Chief of Staff.
- Assists the Chief of Staff in coordinating all assigned activities of the Staff. Responsible for reviewing all incoming German correspondence prior to the Chief of Staff's signature and responsible for dealing with the whole spectrum of German correspondence. Responsibilities include scheduling meetings, appointments, and briefings.
- Serves as liaison officer between the Bundeswehrverwaltungsschule (BwVS) Oberammergau, German military institutions, the local authority of Oberammergau, the local authorities of the regional municipalities and the NATO School (SHAPE).
- Responsible for the education of German military personnel and German national alert procedures.
- Contributes to NS(S) operations in other duties as required.

2.2. PROTOCOL DIVISION

- Assists in coordinating the 300-plus annual visits of General/Flag rank officers and above from the various nations throughout NATO.
- Coordinates with NATO School departments, the visiting dignitary's staff and outside civilian agencies to ensure transportation, security, accommodations, lunches, dinners, trips, and other necessary arrangements are finalized prior to each distinguished visitor's arrival.
- Prepares the Commandant's VIP briefing packages and visitor's welcome packets.

Appendix AC
NATO School
Organization and Functions

- Prepares and types guest speaker itineraries, invitation letters, luncheon and dinner lists, to include the preparation of seating charts and place cards, and makes suggestions on menu selections.
- Make arrangements for General officers' ceremonies to include guest lists, photo coverage, reception, procurement of ceremonial accouterments, and coordination of the social schedule with the Commandant's secretary.
- Makes reservations and directs facility personnel in the set-up for a variety of social engagements in support of distinguished visitor visits.
- Also assists in coordinating and setting up ceremonies and social functions hosted by the NATO School to include the Annual Oberammergau/NATO School Autumn Ball, the coordination of social events for the NATO Special Course for CSCE states as well as functions for some conferences.
- Assists in the set-up of NATO Hail and Farewells, retirements, award and promotion ceremonies.
- Planning, organizing, and attendance at evening social functions is sometimes required.
- Conducts the advance planning, coordination, and updates to guest lists to ensure all necessary work is time-phased to completion prior to each visit event, while working numerous visit requirements simultaneously.

2.3. BUDGET AND FINANCE DIVISION

- Serves as the principal staff advisor to the Commandant for financial management.
- Develops financial information for Financial Management Board and Board of Advisors.
- Provides useful and reliable budgetary information to the Commandant to aid decision-making.
- Develops, coordinates, and manages the Command Operating Budget for the NATO School (SHAPE).
- Conducts internal audits and reviews of the unit fund and other NATO School accounts as appropriate.
- Supervises the timely preparation of international tuition bills to ensure sufficient revenues are earned to operate the School.
- Pays expenses of the School and invests revenues in interest-bearing accounts.
- Ensures regular reconciliation of accounts with the NATO SHAPE Support Group and the Budget and Finance Division (AFCO) at SHAPE.

2.4. COMMUNICATIONS & INFORMATION SERVICES DIVISION

- Responsible for all automated data processing and communications issues within the NS(S).
- Carries out requirements established by the CoS by coordinating the activities of four branches: Automated Data Processing (ADP), Communications, Computer Aided Exercises and Computer Assisted Education.
- Is responsible for the management of computer and communications equipment (hard- and software); including the cabling system for the School's network, valued in excess of \$2.5 M.

Appendix AC
NATO School
Organization and Functions

- Analyze the requirements of the School's staff and faculty. Determines the necessary modifications of existing hard- and software.
- Determines the needs for new ADP and communications hard- and software, and whether they can be satisfied with resources on hand.
- Determines if additional hard- and software must be procured; manages the preparation of statement of work, evaluates proposals received from vendors for effectiveness and cost, and implements solutions.
- Is responsible for the management of a local area network of approximately 300 Workstations, associated Servers, Switches and the cabling structure.
- Is responsible for the management of communication systems for approximately 150 employees; consisting of PTT-, DSN-, IVSN-Lines, using ISDN, Internet, Intranet, CRONOS, and VTC.
- Is responsible for the management of Computer Aided Exercise (CAX) facilities and a Computer Assisted Education facility (CAE).
- Supervises and participates in the design and evolution of the School's Database System.
- Is responsible for the ADP-and Communication-training of staff, faculty and students.
- Is a standing member of the technology advancement committee.
- Maintains proficiency by attending courses, establishing contacts with experts in the field, and reading books and periodicals.

2.5. SECURITY DIVISION

- Responsible to the Commandant for the physical, technical, and CIS security of the NATO School (SHAPE) facilities and personnel.
- Supervises the Civilian Guard Force (CGF) as well as weapons and guard dog training for the CGF.
- Coordinates support in security related matters with the Police, Feldjäger, MAD, CI, and other military and civilian agencies within Germany and ACE.
- Supervises the personnel of the Classified Registry of the School.
- Responsible for document security.
- Organizes and supervises security for visiting VIPs.
- Responsible for physical security (access systems, sensors, TV cameras, fence lighting, etc.) and proper maintenance of all surveillance and alarm-systems.
- Maintains files on safe combination changes.
- Conducts and maintains security briefings and maintains security files on all NATO School personnel.
- Conducts the security education program. Maintains files on security badges, visitors (other than VIP), staff & faculty POVs, and parking cards and parking lot assignments.
- Conducts inspections on security procedures. Prepares, implements, and maintains NS(S) security instructions.
- Advises Commandant and staff on security matters and reports security violations to the Commandant and provides advice on investigation procedures.

Appendix AC
NATO School
Organization and Functions

- Consolidates and prepares threat assessments in conjunction with German authorities (Police, LKA, BKA, etc.).
- Provides input to the School operating budget, Baubedarfsnachweisungen, and Resource Review Board itemizing capital equipment, construction, and maintenance projects.
- Serves as a member of the Financial Management Board.
- As Security Officer, responsible for the overall CIS security.
- Serves as a member of the ADP Steering Committee.

2.6. SUPPORT DIVISION

- Responsible to the Chief of Staff for all Logistical, Supply, Transportation, Contracting, Procurement, Facilities Engineering, Housing, Billeting, Personnel (Military and Civilian), Administrative, and Community/Recreational Support to the School.
- Ensures all logistical and engineering support, from US, German and NATO sources, is requested and received in accordance with applicable regulations.
- Ascertains all needed support for the NS(S)

2.6.1. SUPPLY BRANCH

- Responsible for all supply support to the NS(S).
- Maintains the NS(S) property book. Receives, stores, and issues all NS(S) supplies.
- Performs turn-in and disposal of excess materials.
- Responsible for management and maintenance of the NATO School Coffee Shop.

2.6.2. TRANSPORTATION BRANCH

- Responsible for all transportation functions at the NS(S). This includes providing transportation to students, guest and supporting speakers, and VIPs. Supervises, through subordinate leaders, a transportation section consisting of one German NCO and 12 drivers equipped with 24 US, German, and leased vehicles.
- Prepares, coordinates, and executes transportation plans to ensure all personnel requiring transportation receive service.
- Maintains all school vehicles.
- Prepares and administers leased vehicle contracts.

2.6.3. CONTRACTING AND PROCUREMENT BRANCH

- Performs duty as warranted Contracting Officer for the NS(S).
- Prepares, negotiates and administers all NS(S) contracts to include the contract for operation of the NATO Community Club (NCC) and guesthouses.
- Ensures all contracts are executed in accordance with applicable US and NATO laws and regulations.
- Supervises the local procurement section, responsible for all locally purchased items needed by the NS(S).
- Approves all local purchase buys beforehand, and certifies correct all invoices received prior to the budget/finance section payment of same.

Appendix AC
NATO School
Organization and Functions

- Performs oversight of the entire local purchase system to ensure the NS(S) is procuring items both legally and prudently.

2.6.4. HOUSING AND FACILITIES ENGINEER BRANCH

- Facilities engineer (logistics branch chief) to ensure that all engineering support, both US (through the Director of Engineering and Housing [DEH], Garmisch) and Host Nation (German) is properly executed.
- Ensures all necessary work requests are submitted through proper channels and completed in a timely manner.
- Works with the facilities engineer on needed minor and major construction projects to ensure NS(S) buildings remain in excellent condition and support the mission.
- Plans, coordinates and assists in the major construction project to expand the NS(S) by renovation of buildings 615 and 616 under the NS(S) Vision 2000/Stand Alone Project.
- Supervises the housing NCO and section to ensure that all NS(S) personnel have adequate housing.
- Assists all personnel with any housing issues to include translation of bills, negotiations with telephone, electric and other companies, submission of work requests to the German Housing Authorities, and any other problems related to living in the Oberammergau area.

2.6.5. COMMUNITY ACTIVITIES BRANCH

- Director of Community Activities and U.S. Facilities Engineer.
- NATO Recreation Center, (NRC) managing a staff of one full-time and eight part-time employees,
- Managing Imprest funds,
- Developing and implementing youth and adult recreation programs
- Presents weekly orientation briefings to student spouses.
- Implementing morale boosting community activity programs, including cross country skiing lessons, guided hiking tours, rafting, crafts lessons, and holiday theme parties.
- Maintenance and repair and project development for five U.S. real property buildings (including two VOQs, a Dining Facility, and administrative building and the Recreation Center).
- U.S. fire warden and collateral safety officer for these facilities.
- Performs duties as contracting officer for the billeting portion of the NCC contract.
- Ensures that the NCC performs its billeting duties which consist of operation of a reception station for arriving students and speakers, assignment of these personnel to either NCC quarters or local hotels, and provision of required local information, maps, etc., to these new arrivals.
- Conducts surveys, spot-checks, etc., to ensure that the students and other visitors are receiving quality service from the NCC Contractor.

2.6.6. PERSONNEL AND INFORMATION MANAGEMENT BRANCH

Appendix AC
NATO School
Organization and Functions

- Supervise the Personnel and Information Management Branch to ensure that all personnel, finance, and logistical support actions, military and civilian, are executed in accordance with applicable National and NATO regulations.
- Ensure that the personnel assigned to the NS(S) receive timely and accurate personnel information and support to enhance their careers.
- Supervises the information management functions of the personnel section to include operation of the mail room and distribution system at the NS(S), filing of all personnel type actions, maintenance of the publications account.
- Responsible to the Command Group for all civilian personnel manpower matters for this multi-national, joint service school.
- Coordinates with servicing Civilian Personnel Offices.
- Serves as the Commandant's aide, coordinates with the Commandant's secretary to manage correspondence the Commandant's calendar and time as required.
- Sets up, coordinates, and executes award and decoration, promotion, and retirement ceremonies. Coordinates with Protocol on Hails & Farewells.
- Responsible for NS(S) administration (i.e., awards, efficiency reports, files, and correspondence) and ensures compliance with NATO, SHAPE, ACE, and national directives.
- Responsible for the U.S. Unit Mail Room, Medical & Dental Program, Tax Relief Program, and supervises the publication of the NS(S) weekly bulletin.
- Manages the Voter Registration Program. Contributes to NS(S) operations in other duties as assigned.

2.7. ACADEMICS DIVISION

- Principle office for academic operations and SACEUR's curriculum at NATO's operational education center.
- Responsible to the NS(S) Commandant for organization, substance, and quality of Programs of Instruction.
- Directs five academic departments (Academic Services, Crisis Management, Environmental & NBC, Operations, and Policy & Orientation).
- Supervises a combined and joint staff and faculty of more than 50 officers, NCOs, and civilians representing 15 of 16 NATO nations.
- Responsible for SHAPE/NS(S) curriculum and scheduling process for 47 separate courses and a guest speaker program which involves virtually every key officer in ACE. In addition, responsible for coordination of students and guest speakers from over 35 non-NATO nations of the Partnership for Peace program and others.
- Responsible for the organization and effectiveness of all academic support.
- Responsible for specific phases of long range academic support. Coordinates with the Department Directors and Deputy Chief of Staff to integrate short and long term academic requirements for NS(S) facilities and faculty.
- Develops and coordinates future academic requirements including curriculum analysis based on training needs, School infrastructure, administrative and personnel requirements based on guidance from SHAPE directives and recommendations.
- Responsible for coordinating the faculty instructor training programs.

Appendix AC
NATO School
Organization and Functions

- Serves as the primary point of contact for recommended academic actions from the NS(S) faculty, Director Academics, and Commandant for higher headquarters.
- Carries out SNR duties commensurate with national regulations.

2.7.1. ACADEMIC SERVICES BRANCH

- Supervises student administration branch, student allocations, interpretation, visual communications, and technical support branches.
- Integrates academic requirements with the facility capability and administers the development process.
- Responsible for procurement, maintenance, and construction concerning the academic mission.
- Coordinates and constructs the Annual Academic Calendar administers the student bid allocation process.
- Performs as the chief advisor on all aspects of operations and procedures of his service.

2.7.2. INTERPRETATION BRANCH

- Coordinates all aspects of interpretation support for 30 courses per academic year.
- Translates letters, texts, and documents into Russian and English.
- Provides translation and escort duties for Russian-speaking students as required.
- Provides linguistic support primarily in the relationships between Russian-speaking students and the School.

2.7.3. CRISIS MANAGEMENT DEPARTMENT

- Provides training and classroom instruction/lecture on
- Arms Control Inspector/Escort (P,M)
- Operational Staff Officers Course (P)
- Peace Support Operations (P,M)
- Crisis Management (P,M)
- Cep/Cimic Planning (P,M)
- Conventional Arms Control Informational Exchange (P,M)
- Bosnia-Herzegovina Security Cooperation And Arms Control (Dayton Signatories)

2.7.3.1. DEPARTMENT DIRECTOR

- Supervises assigned NATO/International personnel and the preparation, organization, and conduct of courses assigned to the department.
- Directs assigned Programs of Instruction (POIs) and is responsible for currency and integrity of the POIs.
- Directs the development of new POIs, revision and rescission of POIs when required. Supervises the administrative, budgetary, and organizational areas of the department including software training for instructors, controlling TDY, communications, and furnishings.

Appendix AC
NATO School
Organization and Functions

2.7.3.2. COURSE DIRECTOR

- Course Director, responsible for course scheduling, support speaker coordination, organization, conduct, and supervision of courses.
- Responsible for preparation, grading, and validation of examinations (where applicable), the preparation of review and analysis and course critiques, and planning, control, and supervision of course related practical exercises and syndicate discussions.
- Responsible for the organization of social programs.

2.7.3.3. INSTRUCTOR

- As Instructor, researches, plans, and develops lectures and course material dealing with aspects of CM in the areas of Northwestern Region nations and their armed forces.
- Creates and updates lectures to look into the historical and political development of the CR and Central and Eastern European countries to meet course aims taking note of requirements in accordance with NATO standards and procedures.
- Develops and maintains coordination with SHAPE staff and OPRs (where appropriate) and other NATO military staffs in order to maintain currency of assigned curriculum. Develops and presents briefings for which CM is responsible.
- Resident expert to the NS(S) for information and contacts with the AFNORTHWEST organization. Resident expert on the French contribution to NATO and strategic implications and planning.
- Provides other briefings as assigned by Director, Academics or Commandant. Represents the NS(S) at NATO/ International conferences, symposiums, and working groups.
- Participates in NATO exercises as required to ensure operational currency in monitoring and evaluation of exercise reports.
- Serves as a member of the NS(S) Mobile Training Team (MTT) as required for non-resident instruction of selected NATO and non-NATO nations and organizations.
- Point of contact for French General/Flag Officers or civilian equivalents visiting the NS(S) as guest speakers.

2.7.4. E&NBC DEPARTMENT

- Provides training and classroom instruction/lecture on:
 - NBC Defense (P)
 - NBC Warning And Reporting (P)
 - NBC Policy (P)
 - NBC Defense Operations And Exercise Planning (P)
 - Environmental Protection & Orientation (P,M)
 - Joint Medical Planning (P)

2.7.4.1. DEPARTMENT DIRECTOR

- Supervises assigned NATO/International personnel and the preparation, organization, and conduct of courses assigned to the department.
- Directs assigned Programs of Instruction (POIs) and is responsible for currency and integrity of the POIs.

Appendix AC
NATO School
Organization and Functions

- Directs the development of new POIs, revision of current POIs when required, and rescission of POIs that are no longer useful.
- Supervises the administrative, budgetary, and organizational areas of the department including software proficiency training for instructors, controlling TDY, communication, and department furnishings.

2.7.4.2. COURSE DIRECTOR

- Responsible for course scheduling, support speaker coordination, organization, conduct, and supervision of courses.
- Responsible for the preparation, grading, and validation of examinations (where applicable), the preparation of review and analysis and course critiques, and the planning, control, and supervision of course related practical exercises and syndicate discussions.
- Also responsible for the organization of social programs.

2.7.4.3 INSTRUCTOR

- Researches, plans, and develops lectures and course material dealing with aspects of E&NBC to meet the different course aims taking note of requirements in accordance with NATO standards and procedures.
- Develops and maintains coordination with SHAPE staff and OPRs (where appropriate) and other NATO military staffs in order to maintain currency of assigned curriculum.
- Develops and presents briefings for which the E&NBC Department is responsible.
- Maintains liaison with NATO/national NBC schools to effect coordination of POIs and mutual support with course material.
- Provides other briefing as assigned by the ACoS, Academics or Commandant.
- Represents the NATO School at NATO/International conferences, symposiums, and working groups.
- Participates in NATO exercises as required to ensure operational currency in monitoring and evaluation of exercise reports.
- Serves as a member of the NATO School Mobile Training Team (MTT) as required for non-resident instruction of selected NATO and non-NATO nations and organizations. Acts as a point of contact for coordination of Italian General/Flag Officers or civilian equivalents visiting the NATO School (SHAPE) as guest speakers.
- Carries out Senior National Representative duties as assigned commensurate with national regulations.

2.7.5. OPERATIONS DEPARTMENT

- Provides training and classroom instruction/lecture on:
 - Nuclear Policy, Surety And Plans
 - Joint Air Campaign Planning (P)
 - Information Operations
 - Electronic Warfare
 - Conventional Targeting And Weaponneering
 - Tactical Evaluation (TACEVAL)

Appendix AC
NATO School
Organization and Functions

- Multinational Joint Logistics
- Geographic (p)
- Psychological Operations
- Joint Operations Center

2.7.5.1. DEPARTMENT DIRECTOR

- Supervises assigned NATO/International personnel and the preparation, organization, and conduct of courses assigned to the department.
- Directs assigned Programs of Instruction (POIs) and is responsible for currency and integrity of the POIs.
- Directs the development of new POIs, revision of current POIs when required, and rescission of POIs that are no longer useful.
- Supervises the administrative, budgetary, and organizational areas of the department including software proficiency training for instructors, controlling TDY, communication, and department furnishings.

2.7.5.2. COURSE DIRECTOR

- Responsible for course scheduling, support speaker coordination, organization, conduct, and supervision of courses.
- Responsible for preparation, grading, and validation of examinations (where applicable), preparation of review and analysis and course critiques, and the planning, control, and supervision of course related practical exercises and syndicate discussions.
- In addition, responsible for integrating into the curriculum a proper and balanced understanding of German Air Force doctrine, capability, and organizational principles with emphasis on electronic warfare.
- Also responsible for the organization of social programs.
- Develops the NS(S)'s in-house expertise in areas of air electronic warfare and joint electronic warfare.

2.7.5.3. INSTRUCTOR

- Researches, plans, and develops lectures and course material dealing with aspects of Joint Operations in the areas of Command and Control, Weaponing, Targeting, Electronic Warfare, Counter C-3 and exercises to meet the different course aims taking note of requirements in accordance with NATO standards and procedures.
- Develops and maintains coordination with SHAPE staff and OPRs (where appropriate) and other NATO military staffs in order to maintain currency of assigned curriculum.
- Develops and presents briefings for which the Joint Operations Department is responsible.
- Provides other briefing as assigned by the ACoS, Academics or Commandant.
- Represents the NATO School at NATO/International conferences, symposiums, and working groups.
- Participates in NATO exercises as required to ensure operational currency in monitoring and evaluation of exercise reports.

Appendix AC
NATO School
Organization and Functions

- Serves as a member of the NATO School Mobile Training Team (MTT) as required for non-resident instruction of selected NATO and non-NATO nations and organizations.
- Acts as a point of contact for coordination of German General/Flag Officers or civilian equivalents visiting the NATO School (SHAPE) as guest speakers.
- May carry out Senior National Representative duties commensurate with national regulations.

2.7.6. POLICY AND ORIENTATION DEPARTMENT

- Provides training and classroom instruction/lecture on:
 - NATO Staff Officer Orientation
 - NATO Senior Officer Policy
 - Command and Control
 - Reserve Forces (P)
 - Multinational Forces Orientation (P,M)
 - European Security Cooperation (P,M)
 - Resource Management (P)

2.7.6.1. DEPARTMENT DIRECTOR

- Supervises assigned NATO/International personnel and the preparation, organization, and conduct of courses assigned to the department.
- Directs assigned Programs of Instruction (POIs) and is responsible for currency and integrity of the POIs.
- Directs the development of new POIs, revision of current POIs when required, and rescission of POIs that are no longer useful.
- Supervises the administrative, budgetary, and organizational areas of the department including software proficiency training for instructors, controlling TDY, communication, and department furnishings.

2.7.6.2. COURSE DIRECTOR

- Responsible for course scheduling, support speaker coordination, organization, conduct, and supervision of courses.
- Responsible for the preparation, grading, and validation of examinations (where applicable), the preparation of review and analysis and course critiques, and the planning, control, and supervision of course related practical exercises and syndicate discussions.
- Also responsible for the organization of social programs.

2.7.6.3. INSTRUCTOR

- Researches, plans, and develops lectures and course material dealing with aspects of Policy & Orientation in the areas of Central Region (CR) nations, their armed forces and air warfare in ACE.
- Creates and updates lectures to look into the historical and political development of the CR and Central and Eastern European countries to meet the different course aims taking note of requirements in accordance with NATO standards and procedures.

Appendix AC
NATO School
Organization and Functions

- Develops and maintains coordination with SHAPE staff and OPRs (where appropriate) and other NATO military staffs in order to maintain currency of assigned curriculum.
- Develops and presents briefings for which the Policy & Orientation Department is responsible.
- Provides other briefing as assigned by the ACoS, Academics or Commandant.
- Represents the NATO School at NATO/International conferences, symposiums, and working groups.
- Participates in NATO exercises as required to ensure operational currency in monitoring and evaluation of exercise reports.
- Serves as a member of the NATO School Mobile Training Team (MTT) as required for non-resident instruction of selected NATO and non-NATO nations and organizations.
- Acts as a point of contact for coordination of Spanish General/Flag Officers or civilian equivalents visiting the NATO School (SHAPE) as guest speakers.
- Carries out Senior National Representative duties as assigned commensurate with national regulations.

2.7.7. INTERPRETATION BRANCH

- Coordinates all aspects of interpretation support for 30 courses per academic year.
- Translates letters, texts, and documents into Russian and English.
- Provides translation and escort duties for Russian-speaking students as required.
- Provides linguistic support primarily in the relationships between Russian-speaking students and the School.